

Pastoral Search Committee Guide



emc

Evangelical Mennonite Conference

Pastoral Search Committee Resource Package

Congratulations!

You have been chosen to be a member of the **Pastoral Search Committee (PSC)** for your congregation.

Now what?

The work you have been called to is a very important one in the life of your church. Your goal is to match a new pastor with your congregation, with the view toward establishing a long-term relationship. Poor matches result in short pastorates in which case everyone suffers, including the pastor's family and all members of the congregation.

But where do you start?

What steps should one follow? What are mistakes to avoid? How do we know what kind of a pastor will suit our congregation? Where do we start looking? What questions should we ask a candidate when we first contact him? How can the Conference help the process? When and how should the candidate be introduced to the congregation? And there are many more questions!

This guide is designed to answer some of these questions. It is recommended that the entire Committee review and discuss the contents of this guide near the outset of your search process.

May your search be successful!

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1. Introduction - Understanding the Transition Period

Pastoral transition can be a valuable time of evaluation and vision casting for a local church. The following is a brief resource to guide a search committee in the process of discerning local needs, defining a suitable candidate and working through the process of identifying and calling a pastor.

In a time of pastoral transition, the ministry of the local church needs to continue, often for a significant period of time. Some vital questions surface.

- Who will minister in the public services?
- How will the church provide ongoing pastoral care to its members?
- How was the pastor involved in the administrative work of the church and who will now handle these tasks?

An interim pastor can play an important role in this transition time especially if:

- The pastor had been there over ten years;
- There are undercurrents in the church that have not been settled;
- The pastor left because of a moral failure;
- The pastor was forced to resign;
- There is significant conflict in the church.

Within our conference there is a great variety of churches and each will address these questions based on their own resources and administrative structure. Normally, the existing church leadership will take responsibility to address current transitional needs, while the PSC focuses on finding the next pastor.

We encourage all EMC congregations, through their PSC, to work in consultation with the Conference Pastor and the Examination Committee.

2. The Search Committee Top Ten Guidelines (Avoiding Common Mistakes)

We do well to take into account the lessons others have learned who have gone before us. Many of the guidelines listed below have grown out of mistakes other Pastoral Search Committees have made. Following these guidelines will prevent a lot of difficulty for you as a committee.

- 1. Be sure the Pastoral Search Committee represents important sub-groups.** A good committee composition includes older and younger persons – male and female – and a representative cross-section of majority interests and views within the congregation. If you feel the committee is not representative enough ask the congregation for additional members.
- 2. Make sure PSC members have in mind a genuine concern for the *whole* church.** Members of the committee must not simply lobby for personal preferences, but keep in mind the needs of the whole church community during deliberations.
- 3. Set a clear mandate regarding the charge to the PSC.** Usually the committee is a nominating committee, with the charge to bring a good candidate to the congregation for consideration, not to actually call a pastor. Have a clear understanding of the salary and benefit range within which to work, always aware that final financial arrangements will be made by others.
- 4. Respect needed confidentiality.** From the outset, committee members must adopt an explicit code of confidentiality. Such a code should include confidentiality about the identity of applicants the committee is considering, the status of any

particular applicant, and the specific reasons for disqualifying a candidate. This is important in order to protect the self-esteem and ministry of persons the committee is considering and to avoid unnecessary anxiety and campaigning within the congregation.

5. **Organize the process clearly from the beginning.** Designate someone, either the chair or another member of the committee, to communicate directly with all applicants and to make and distribute copies of applications to committee members. If everyone does everything, confusion will likely result.
6. **Check references thoroughly.** As Christians we want to believe the best about others, particularly those in ministry. Most people listed as references by candidates do not want to reveal unpleasant things about their friend or associate, so you will need to ask specific questions. You should feel free to check with persons other than the ones listed by the applicant. You may want to use the *Pastoral Applicant Reference Form* in this packet, either mailing it to the reference with a self-addressed, stamped envelope, or checking off the answers if you are doing a telephone interview.
7. **Do not over-emphasize pulpit skills.** While preaching is an important part of pastoring, it is not the only one. Considerations should also be given to communication skills, emotional health and interpersonal, motivational and administration skills.
8. **Consider the process from the perspective of the applicant.** In other words, if you were the applicant, what kind of information and process would you be looking for. Then proceed to provide it to your applicant. If something is missing, let the applicant know. A periodic communication of where the

process is at is appropriate, even if there have been no new developments.

9. **Don't send mixed messages to candidates.** Be careful not to leave the impression with the candidate that the decision has basically been made when the congregation has not yet voted on the candidate. If the vote is negative, it will be harder for the candidate to recover if he was sure that he was already in.
10. **Keep the congregation, interim pastor and other staff informed regarding developments.** Update the congregation at least once a month even though there is little or no progress being made. Prolonged silence breeds mistrust. Remember that this is an important transition period in the lives of the interim pastor and other staff as well. If they are left out of the picture totally they may feel that they are not important.

3. Working together as a Pastoral Search Committee

A good way to build morale and cohesion in the PSC is to make sure that every one feels valued and included in the discussion process. Here are some good things to consider when working together as a committee.

You can do your part to make the committee dynamics positive.

1. Give everyone the opportunity to contribute. One or two persons should not dominate the group.
2. Every person's perspective should be valued even if not all agree with it. Care should be taken never to ridicule or ignore the ideas of others.
3. Come prepared to work with necessary data or preparation done ahead of time. Don't come together unprepared and simply pool your ignorance.
4. Focus discussion on meaningful, answerable issues. Don't digress to unanswerable questions or issues of questionable relevance.
5. Everyone should feel free to reach their own conclusions and to hold differing opinions. People should not be pressured to agree with others.
6. Show an interest in the ideas of others. Avoid trying to impose your ideas on others with monologues and mini-lectures.
7. Keep the group atmosphere casual, friendly and involved. Try to avoid an atmosphere marked by tension, anger, or indifference.

4. Congregational Study

A congregational self-study will aid the pastoral search process in two ways. **First**, the Pastoral Search Committee can translate the needs of the church that they identify during the self-study into qualities needed by their next pastor. **Second**, the self-study enables the committee to involve the entire congregation in the search process early and very meaningfully. You may want to use the ***Congregational Self-Study Form*** supplied with this packet to conduct a self-study in your congregation.

A church self study or evaluation can clarify what the present situation of the congregation is and how they envision moving into the future.

Some key issues a congregational study should address:

- What precipitated the search for a Pastor? Was the previous pastor's departure healthy or unhealthy? Is the church unified?
- Is there a readiness and desire to change, or is there a sense that the church will maintain the current ministries?
- What are the church's strengths and weaknesses?
- What priorities should the church pursue over the next 5 (10) years?
- What qualities, gifts are people looking for in their next pastor?

5. Developing a Pastor Profile

While any number of candidates may meet the criteria for spiritual leadership as found in 1 Timothy and Titus, the goal for the PSC is to match individual ministry gifts and strengths with congregational needs and vision.

Understanding the present situation of the church, having identified areas of strength and present ministries to be maintained, as well as areas in which growth/change is needed or desired, will guide the committee in establishing a profile of the desired gifting and qualifications for a pastoral candidate.

Is the church looking for a teacher, evangelist, care giver, administrator, counsellor, a maintainer or a visionary?

What involvement, if any, is expected from the pastor's spouse?

Is there an expectation that the pastor will fit a particular age/family/education pastoral experience category?

The PSC needs to draw from the congregational study as complete a pastor profile as possible, in order to guide the discernment process to follow.

6. Finding and Contacting Potential Candidates

EMC's history is one of selecting and calling pastors from within the local church. Does one of your local members meet the qualifications in the Pastor profile? If so, invite that person to submit an application.

If no one is available locally the search often extends to the conference – but consider that one congregation's gain can be another congregation's loss.

The Conference Pastor will have a sense of who is available and could potentially fill a vacancy. The Conference Pastor should be included in the process of a pastoral search before anyone is identified as a candidate, as there may be doctrinal and ministry philosophy to understand and process.

The conference recommends that any candidates who are not credentialed as EMC ministers be asked to complete a Ministerial Questionnaire. This ensures that candidates are conversant with our Statement of Faith, helps with the screening process, and is the first step toward a future examination and/or ordination. A Ministerial Questionnaire is included as an appendix. Please contact the Conference Office for a fillable PDF version which allows the candidate to submit the form electronically.

The pastoral search can range much wider, through contacts that people have, Bible College/Seminary contacts, periodicals, etc. The PSC should meet to brainstorm possible candidates.

The internet can be a great tool for searching for, contacting and communicating with potential candidates. Websites and blogs make information readily available. Linked with wide search potential is the need to screen the contacts carefully.

Any advertisements should include a brief description of your congregation, including its history, size, vision, positive characteristics, etc . The more they know about your congregation, the better will be the decision making process.

Provide contact information so that applicants can receive more information about the position. (full job description, salary range) If the applicant is not familiar with the EMC, a short profile of the conference should be shared as well.

7. Screening Prospects and Selecting a Candidate

Now that you have a number of applications before you as a committee, you have the task of screening them in order to come up with the name of one person to recommend to your congregation. If you only have one application, you must still pursue the interview process as thoroughly as when you have more to choose from. Care should be taken not to hire someone simply because he is the only candidate available. It is better not to hire anyone than to hire a pastor who is not suitable for your congregation. In that case you will soon be going through the pastoral search process again.

Assess crossover candidates from other denominations with extra care. A person may cross over a denominational line for more than one reason. The stated reason may not be the only one or the most significant one. This should be checked out carefully with denominational officials. A person may believe that denominational differences will not bother him when he views the EMC from a distance, but they may in fact do so when involved as a participant and leader.

Include consideration of the spouse and children in the recruitment process. Failure to address needs and aspirations of the applicant's family may short-change the process. The spouse should be part of the interview with an opportunity to answer questions and voice reservations.

- **Communicate with Applicants**

- Send a letter or email indicating that you have received the application and noting when it will be reviewed by the PSC.
- Send a letter or email immediately after the PSC has met
 - ◆ To indicate that you will not be pursuing the application.

- ◆ To indicate that the PSC will be proceeding with the application and noting the next step in the process.

- **Develop a Short List**

- Every member of the Pastoral Search Committee should receive copies of the resume from each applicant.
- Based on the information on these resumes, the applications should be divided into two categories - those who will not be pursued further, and those who **possibly** meet your criteria.
- Send non-acceptance letters to all applicants whom you will not be considering further. You may want to use a sample non acceptance letter found in this packet.
- Contact references for remaining candidates either by mail or telephone. If any applicants have not included references in their application, notify them to supply references.
- If you have more than one possible candidate, determine which of the applicants you wish to interview face-to-face, and in what order. Make arrangements to interview the candidate and spouse together.
- Once at the interview stage, process only one candidate at a time.
- Clear communication from both church and candidate at this point regarding job description, living arrangements, salary and general expectations will guide both parties in determining whether or not to move on in the process of exploring a call to that particular ministry position.

- **Interview the Applicants**

- It should be remembered that an interview by a group of unknown persons can be unnerving for the applicant and his spouse. Deal with each applicant with the same kind of gentleness you would want to be dealt with if you were being interviewed.

- Distance may require multiple interviews. If the candidate is not local, a phone interview may be preferred for the first contact.
- Be prepared with the kind of questions you want to ask the applicant. Without preparation interviews will be unfocused and disorganized. It is recommended that the PSC meet prior to the interview to compile a list of questions to be asked, taking into consideration the information supplied on the resume. Be sure that several members of the PSC are invited to ask questions.
- A good interview will allow for questions in both directions. Invite the candidate to ask questions of the PSC. Be prepared to discuss the following matters:
 - ◆ Is there unity within your church
 - ◆ Why the last pastor left
 - ◆ If there is freedom in your church pulpit (freedom to preach as God leads)
 - ◆ The church staff – if you have one
 - ◆ Support of mission
 - ◆ The church's concept of the work of the pastor
 - ◆ The growth potential of the church
 - ◆ Your outreach and witnessing program
 - ◆ Church facilities
 - ◆ The strongest ministry of your church
 - ◆ The weakest ministry of your church
 - ◆ The greatest thing your church has done in the last five years.
- See Item #9 for some sample interview questions you may want to use.

8. When you have selected a Candidate

- **Inform Your Church Leaders and the Candidate:**

- Your first action after selecting a candidate is to inform your church leadership group to which the PSC is responsible, usually the Church Board, that you have selected a candidate. If the church leadership is not represented on the PSC, supply this leadership group with a one page biographical sketch of the candidate, summarizing his education, experience and special gifts and qualities. The statement should include some of the reasons why the PSC believes he is a good match for the church.
- Unless this leadership group has fundamental objections to your choice, you should now inform the candidate of your choice and make preliminary arrangements for visiting the congregation to meet the people. This information should not be broadcast widely, especially if the candidate is currently a pastor of a church. He will likely prefer that his members are not aware of his candidating in your church.

- **Invite Candidate to Visit the Church**

- The calling church is responsible for expenses incurred by the candidate.
- Involve both formal (preaching in Sunday Service) and informal situations.
- By its nature the length of this visit to the church will be limited, but will be a valuable time of mutually discerning if this is the direction the applicant and the church wish to continue moving.
- Plan a variety of special events where different groups in the church can meet the candidate. Regular weekly activities will likely not be sufficient for this purpose. One member of the

PSC should accompany the candidate at all events to introduce him and provide a sense of connection.

- Keep the tone of the meetings positive and friendly. They should not have the air of interrogation. The PSC has already screened the pastor's application for any negative qualities.

- **The Church Decides**

- Soon after meeting the candidate, the church needs to decide whether to extend the call to the candidate and communicate to the candidate the results of the decision.
- Allow for questions of clarification before the vote.
- The goal is to have a high majority (80%) of the congregation approve the calling of a pastor.

- **Formalize the Agreement**

- Much of the job description will have been discussed and agreed on in the candidating process, but both the church and the pastor need to have a written copy of the agreement.
- Job Description includes: Outline of work expected, lines of authority, reporting procedures, term of call, review procedures, salary and benefits (see EMC salary guidelines)

- **Bring Closure to the PSC**

- Once it is certain that the candidate will be coming to your church, your work is almost done. Praise the Lord! There are, however, a few things the committee still needs to do.
 - Notify the Conference Pastor that your vacancy has been filled.
 - Together with the church board, plan how you will welcome the new pastor into your church and community.
 - Have a special time of celebration and thanksgiving to bring formal closure to your work as a committee.

9. Sample Interview Questions

- **Ministry Experience:**

- Describe a ministry experience with the congregation you now serve that captures your greatest strengths.
- Describe a grievance you have had with any of the churches you have served. How was it resolved?
- Describe your weaknesses and your strengths.

- **Education:**

- What skills do you bring to this position that you believe will serve you and the church well?
- How did you obtain these skills? How do you apply these skills to your work?
- Do you have plans regarding future education? What role do you believe the church should play in your continuing education?

- **Philosophy of Ministry:**

- Describe the mission of your present congregation. In what ways have your ministry influenced this mission?
- Describe your personal vision for ministry. Is there any particular congregation presently reflecting this vision for ministry?
- Describe your leadership style. To what extent are you self-directed in your ministry responsibilities?
- Give an example of how you have relied on someone else to give you direction.

- Churches desire a pastor who has personal integrity. What does this mean to you?
- How do you respond to criticism?

- **Theological and Ethical:**
 - Describe a personal experience that has significantly shaped your own theology.
 - To what degree if any do you differ with the historical doctrinal positions of this church?
 - Describe several ethical principles that guide your work.

- **Congregational Life:**
 - What changes may be in store for our congregation if you become our pastor?
 - What church structure do you view as best in helping a congregation to achieve its mission?
 - What planning model do you use in guiding the mission of a church? (How do you set goals, prioritize plans, define and evaluate success?)
 - How have you approached the issues of finance and stewardship with your present congregation?

- **Preaching:**
 - Describe your routine process of preparing sermons.
 - How do you select sermon topics?

- How much time do you devote each week to sermon preparation? How does that compare to time spent counselling or administration?
- How long do you typically preach?
- How do you feel about other ministers preaching at our church?
- Are there any topics you feel uncomfortable preaching about, such as finances or current moral issues?

- **Pastoral Care and Counselling:**

- What role does pastoral care and counselling have in your present position?
- Do you consider yourself a counsellor? What type of counselling do you perform?
- More recently, sexual misconduct within the church has become a more visible issue. What safe guards have you initiated to protect yourself and the church from such misconduct?
- How do you equip church members to provide care to other congregational members?
- How do you view your role in visiting members and church guests (visitors)?
- Do you have any restrictions on the performance of marriages? Describe your approach to premarital counselling.

- **Christian Education:**

- What is your role in Christian education?

- What educational programs, other than Sunday school, do you emphasize?

- **Missions and Evangelism:**
 - What role does evangelism play in your current church (worship, activities, etc.)?
 - What types of outreach programs do you feel are important and relevant?
 - How do you view the responsibility of world missions in your current church?
 - Some people believe a church can become too big. Others feel that every church should become as large as possible. What's your view?

- **Administration:**
 - Do you have a job description now? What parts of it do you feel confident about performing, and with what parts of it do you feel uncomfortable?
 - How would you describe your working relationship with your present church leadership team?
 - Have you ever experienced conflict, how was it resolved?

- **Staff Relationships:**
 - Describe how your management or leadership style affects your relationship with other church staff members?
 - What accountability would be expected among staff members?

- How comfortable are you in providing direction to staff members?
 - Who should be included in staff meetings?
 - What type of conflicts have you experienced with other staff members, and how was it resolved?
 - How do you feel about a church member being employed as the church secretary, janitor, etc.?
 - How would you respond to other staff members who in your opinion are doing a poor job?
- **Financial Issues:**
 - What are your salary expectations?
 - On what basis would you expect future raises?
 - How many weeks of vacation do you presently receive?
 - Do you have a retirement plan?
 - What insurance plans do you have?
- **Community Relations:**
 - What responsibility do you feel the church has to respond to the social problems affecting our community?
 - What organizations are you currently involved with outside the church?
 - Have you worked with ecumenical activities within your community?

- **Family Life:**

- Tell us about your family.
- How does your family feel about the possibility of this job change?
- What things would you like the church to do to provide support to your family?
- If you were to move here, what type of housing would you be looking for?
- If you were to die or become disabled, how would your family be provided for?

- **Personal:**

- Why are you a pastor?
- What motivates you as a pastor?
- What spiritual disciplines guide your life?
- How do you cope with stress?
- When you face a personal problem, whom do you turn to for support and counsel?
- Have you had any health problems in the past few years? How about now?
- Do you take regular vacations?
- Do you have outstanding debts with which you are struggling?
- Do you have any severe problems with your children or teenagers?
- Do you have any outside business involvements? If so, how involved are you?

- **Questions about our church:**
 - How familiar are you with the history of our church? Do you have any questions about our past?
 - How familiar are you with the current life of our church? Do you have any questions?
 - What do you see that you like about our church?
 - What questions do you have about this position that have not been answered?
 - Are there any concerns about which we have not asked, which might be of a sensitive nature for you or our church?

10. Sample Non-Acceptance Letters

Letters informing pastoral applicants that their applications will not be accepted for further processing should be short and to the point. The same holds true for letters informing applicants of non-acceptance after an interview by the Pastoral Search Committee. While it is not necessary to go into details, the letters should be truthful. For example you should not say that you have received many applications from which you had to choose if that is not true. Be forthright, open and honest. While every such letter will have its own uniqueness, following are some samples which could serve as a guide for writing such letters.

Example One:

Dear _____

Thank you for your interest in our pastoral vacancy. It was a joy to consider so many qualified applicants and a responsibility we took seriously. Although your resume showed excellent training, experience and commitment, we have decided not to continue to the interview stage. We regret having to make such a difficult choice but trust that God will continue to lead you into ministries that will be personally fulfilling and that will significantly strengthen his kingdom here on earth.

Sincerely yours,
Chair of Pastor Nominating Committee

Example Two:

Dear _____,

Thank you for your interest in our pastoral vacancy and providing us with a completed application form and references. The Pastoral Search Committee reviewed the material you sent and recognized the value of

your gifts, experience and education. We agreed however, that they were not a good fit for our congregation at this time, based on the congregational evaluation we conducted. We are confident that God will continue to lead you in fulfilling the ministry to which he has called you.

Sincerely yours,
Chair of Pastor Search Committee

Congregational Self-Study form

As part of our work in finding a new pastor, the Pastoral Search Committee would like your input in describing our church as you presently experience it. We would like your thoughts about its strengths, its weaknesses, the needs you foresee for our church in the next five to ten years, the priorities you think our next pastor should have, and the qualities you believe he should possess.

It will probably take thirty to forty minutes to answer the questions on this questionnaire thoughtfully. Please consider this an investment in helping find the person who can lead our church effectively in the next phase of its life and growth. Try to be as honest as you can, even in your criticisms. Your questionnaire will be anonymous unless you choose to sign it. Thank you in advance for your thoughtful input. It will be reviewed carefully by the Pastoral Search Committee.

I am ___ a Member ___ a Non-Member
 ___ Male ___ Female
 ___ Under age 25 ___ Age 25 – 40
 ___ Age 41 – 65 ___ Age 66 or over

Strengths

Please identify three or more areas in which you believe this church meets your needs and/or the needs of others well.

Weaknesses

Please identify one or more areas in which you believe our church is not meeting yours and/or other members' needs as well as it could.

Unresolved Problems

Are there any unresolved problems within the congregation that you believe the board or the next pastor should attempt to address?

____ Yes ____ No. If your answer is yes what are they? Please be as specific and complete as you can be.

Future Areas of Ministry

In what areas, if any, do you think our church should attempt to have a ministry in the next five to ten years that it is not having now?

In what areas of Christian living, if any, do you think you need to be challenged to grow by our next pastor?

Priorities

Pastors are called on to do many more things that their time allows them to do. As a consequence, they have to make decisions about priorities. In this process, it is helpful for them to know what their congregations view as priorities. Please look through the following list and do the following:

- Circle the 1 beside the activities you think are the **most important for your pastor to do**.
- Circle the 2 beside activities that the pastor **should do as well but have a lower priority**.
- Circle the 3 beside activities that would be **beneficial for the pastor to do** if he is able to do so without jeopardizing the first two sets of priorities.
- Circle the 4 beside those activities that **need not be done by the pastor** but should be done by someone.
- Circle the 5 beside those activities that **should not be done by the pastor** and are not particularly important or can be organized on an ad hoc basis.
- You may add your own priorities if they are not listed below.

1. Preparing for and leading corporate worship	1	2	3	4	5
2. Preparing for preaching and teaching	1	2	3	4	5
3. Congregational home visitation	1	2	3	4	5
4. Hospital and emergency visitation	1	2	3	4	5
5. Counselling	1	2	3	4	5
6. Training members in and doing personal evangelism	1	2	3	4	5
7. Planning a balance of worship, teaching, and fellowship for the church	1	2	3	4	5
8. Encouragement of international mission work	1	2	3	4	5
9. Involvement in mission to the local community	1	2	3	4	5

10. Oversight of the educational program of the church	1	2	3	4	5
11. Administrative leadership of church staff	1	2	3	4	5
12. Ecumenical and interfaith activities	1	2	3	4	5
13. Involvement in the conference	1	2	3	4	5
14. Providing oversight for all activities and committees of the church	1	2	3	4	5
15. Providing oversight of building programs as needed	1	2	3	4	5
16. Encouraging the development of small groups within the church	1	2	3	4	5
17. Dealing with people who might cause divisions	1	2	3	4	5
18. Monitoring and guiding church expenditures to stay within budget	1	2	3	4	5
19. Conducting weddings, baptism, baby dedications, and funerals	1	2	3	4	5
20. Providing leadership when church discipline is needed	1	2	3	4	5
21.	1	2	3	4	5
22.	1	2	3	4	5
23.	1	2	3	4	5
24.	1	2	3	4	5
25.	1	2	3	4	5
26.	1	2	3	4	5
27.	1	2	3	4	5
28.	1	2	3	4	5

Qualities Our Next Pastor Should Have

Based on your knowledge or our church, of its present strengths and weaknesses, and of the needs we may have in the next five to ten years, please identify the qualities that you think are important for our next pastor to have.

Thank you for your time and input. Your responses will be considered carefully by the Pastoral Search Committee.

_____ (Signature optional)

Pastoral Applicant Reference Form

Name of Applicant _____

The person named above has applied for the position of _____ at the _____ Church. Would you be so kind as to complete this reference form to the best of your ability and return it as soon as possible to the address noted at the bottom of the form? Thank you.

Your name _____ Phone _____

For how long have you know this applicant?

In what capacity?

Please rate the applicant named above on the following categories using the key given below. Use space on the right to make written comments where appropriate.

5 – Exceptional 4 – Above Average 3 – Average
2 – Below Average 1 – Serious Deficiency 0 – Do Not Know

1. Preaching ability	0	1	2	3	4	5
2. Worship-leading ability	0	1	2	3	4	5
3. Teaching ability	0	1	2	3	4	5
4. Ability to lead the congregation in vision-setting	0	1	2	3	4	5
5. Ability to motivate others in healthy ways	0	1	2	3	4	5
6. Ability to translate vision into concrete plans for action	0	1	2	3	4	5
7. Ability as a church administrator	0	1	2	3	4	5
8. Ability to encourage others to develop their gifts	0	1	2	3	4	5

9. Earns loyalty of staff and congregation	0	1	2	3	4	5
10. Cares deeply about congregation	0	1	2	3	4	5
11. Is available and visible to staff and congregation	0	1	2	3	4	5
12. Works comfortably with church board and denominational staff, accepting their leadership	0	1	2	3	4	5
13. Can supervise others effectively	0	1	2	3	4	5
14. Gentle, humble, servant attitude	0	1	2	3	4	5
15. Dignified, good self-control	0	1	2	3	4	5
16. Hospitable	0	1	2	3	4	5
17. Ability to work without supervision	0	1	2	3	4	5
18. Open-minded, tolerant regarding reasonable differences of opinion	0	1	2	3	4	5
19. Capacity for objective evaluation of his own strengths and weaknesses	0	1	2	3	4	5
20. Willingness to address sinful or inappropriate behaviour in fellow leadership	0	1	2	3	4	5

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

Highly Recommended,
 Recommended,
 Recommended with Some Reservation,
 Not Recommended

Please return completed reference form in the self-addressed, stamped envelope enclosed, to:

Return address:

Or email to: