

**Guidelines
For
Search
Committees**

Convention of Atlantic Baptist Churches

GUIDELINES FOR SEARCH COMMITTEES

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1. Introduction

Nothing involves the entire congregation more than the decision-making process of calling a pastor. Only through diligent prayer can a church discover God's person for its spiritual leader. The entire process should be bathed in prayer, both at the committee level and in the congregation as a whole.

In the calling of a pastor the congregation must accept as basic the Lordship of Christ. Each member must submit to His Lordship if a unified call can be extended.

Because the entire Body of Christ cannot function as a hands-on working committee, the congregation must select and trust those people of good character and experience in whom the responsibility of seeking out the new pastor lies.

In the end, as a congregation votes on a candidate, it exercises the biblical principle of congregational government. Conformity to the Word of God, reliance upon the Holy Spirit and submission to the leading of God must have preeminence in the entire process, including the final vote.

2. The Role of Convention

A Convention link with the local church is time honoured, cost effective and practical in our Baptist family. One of the significant ministries that we do together as a denomination is that of training, developing and utilizing a pool of accredited pastors for ministry in our local churches. The Convention Directory contains a list of accredited ministers.

It is strongly recommended that only candidates approved by the Board of Ministerial Standards and Education be considered for a call. This Board is governed by the "Regulations Concerning the Ministry" which are published in Section A of the Annual Convention Yearbook. If the church is interested in calling a pastor not accredited by the Convention, a thorough investigation of the candidate's background should be undertaken. Also, the church should discover if the candidate will commit to seeking accreditation through the Board of Ministerial Standards and Education as soon as possible.

Search Committees are encouraged to be cognizant of the principles of affirmative action which have been approved to recognize the diversity of persons who have been called to the Christian ministry, and approved by the Board as "Candidates for Ordained Ministry" or who have been accredited as "Ordained Ministers" within the Convention. The Baptist congregational form of government allows for churches to call pastors of either gender, diversity of races and ethnic groups, single or heterosexually married, pastors who are challenged and gifted in various ways.

3. After the Pastor Resigns

Upon accepting the resignation of a pastor, it is beneficial to a church to contact the Regional Minister to meet with the congregation to offer support during the time of transition and outline the role and function of the congregation and Search Committee. It is also beneficial for the Search Committee to invite the Regional Minister to a meeting soon after it is formed *to explore the options of immediate pastoral ministry, explain the process of the pastoral search, and review the resources found in the appendix of this booklet.*

Prior to the pastor's leaving plan and arrange a positive closure including a farewell.

Establish an understanding with the outgoing pastor regarding the possible visit from a pastoral candidate while the former is still ministering. The outgoing pastor needs to be flexible and cooperative in these matters. It would be inappropriate for the outgoing pastor to submit names of possible candidates as the Search Committee seeks a successor. Furthermore, associate pastoral staff members should not be involved with the Search Committee in this process. However, the Search Committee should provide opportunity for dialogue to take place between existing pastoral staff and the prospective candidate at some point, especially for a senior pastor. If necessary, review pastoral ethics with the outgoing pastor regarding his/her future involvements in the church and/or pastorate

4. The Search Committee

FORMATION OF THE COMMITTEE:

Many churches have constitutions or by-laws that outline how the Search Committee is selected. If not, a major Board or Committee should take the initiative to call a meeting of the congregation for the purpose of appointing a Search Committee.

COMPOSITION OF THE COMMITTEE:

The members nominated for election or appointment to the Search Committee may be outlined in the constitution and/or guidelines by virtue of the office they hold in the church. If this is not the case, care should be taken in the selection of its members. Because of the committee's responsibility, this is not the place to simply throw a group of people together with little experience or direction. Careful consideration should be given to people with particular gifts, abilities and experience in such areas as:

- hiring and management of personnel
- recruitment of leadership
- an understanding of the dynamics of pastoral ministry and the pressure in a minister's family
- ability to attend to details in the collection of information
- an understanding of the church's processes and polity
- ability to develop a profile of the church – including its core values and expectations
- vision for the church's future
- a knowledge of the church's history
- *spiritual sensitivity*

- *ability to work well in a committee setting*
- *listening and communication skills*

Ideally, a functional committee should include 5 to 7 members, composed of both men and women who represent a range of age groups. Odd numbers are advisable..

CHAIRPERSON OF THE COMMITTEE:

The chairperson holds the key position on the committee, but should act only upon the direction of the committee. This person should be able to lead and be a good communicator. The chair is responsible for the orderly conduct of the business and will attempt to achieve consensual agreement in all decisions. Where this is not possible, parliamentary procedure may be employed. Also, the chair would usually contact the candidates, keep the church informed of progress, and maintain contact with the Regional Minister.

ARRANGEMENTS FOR INTERIM PASTORAL CARE:

Unless directed by church constitution or by-laws, the committee may want to consider the following options, being mindful that any options outside of its mandate must be presented as recommendations to the appropriate body:

- Full-time pastor (as soon as possible or following an interim)
- Part-time pastor (as soon as possible or following an interim)
- Bi-vocational pastor (Pastoral care subsidized by other employment as soon as possible or following an interim)
- Student pastor (as soon as possible or following an interim)
- Supply pastors (to fill the pulpit, Bible studies, funerals, weddings, etc.)
- Interim pastor (Pastoral care provided between the out-going and in-coming senior pastor: full or part-time)
- Intentional interim pastor (Pastoral care which is intentionally directed towards specific needs. e.g. reconciliation, healing, facility and financial planning, etc.: full or part-time)

Note: Salary should be commensurate with the requirements of the position.

GROUND RULES FOR THE COMMITTEE:

Of all the committees which you have had the opportunity to serve on, this one will have the most impact on the future life and ministry of the church.

(a) This task is not a secular search for someone who will fill a job position. It is a spiritual exercise in seeking whom God wants you to call as pastor. Therefore, the committee is urged to make prayer-time the most important part of each meeting's agenda. The place and priority of prayer cannot be overstated.

(b) The Search Committee members need to spend time to get to know one another, to build trust, and to nurture unity. They must guard against promotion of personal agendas. At all times the committee members should exercise the fruit of the Spirit as each seeks His leading in the search for a pastor.

(c) Determine at the outset that the committee will do its best to operate on the basis of consensus in all its decisions. It is strongly recommended that the committee be unanimous when presenting a candidate's name to the church or pastorate. If after much prayer and discussion on the part of the committee, a member of the committee cannot agree or support the committee's decision to recommend a name to the congregation, that member should consider refraining from speaking against the committee's decision publicly or consider resigning from the committee.

(d) Agree to keep discussions confidential within the committee. The committee must adhere to this principle at all times.

(e) Establish a reporting system with the congregation where at least once per month the chairperson updates the congregation on the progress of the committee, being careful not to disclose names of pastors or churches or other confidential matters.

(f) Consider one candidate at a time. This reduces any polarization of the committee and keeps the search from becoming a competition.

(g) Generally, it is not advisable to advertise for the position in papers and magazines. In addition to secularizing "the call", it may result in unaccredited candidates submitting resumes which can lead to confusion for the committee.

(h) *Well in advance of an interview provide the interviewee with a copy of the core values of the church, the church profile, the community profile, the job description, and any other pertinent information.*

PROCEDURES FOR THE COMMITTEE

Seek the help of your Regional Minister. This initial meeting with your Regional Minister will be for the purpose of providing resources and outlining the processes for calling a pastor. Assistance can be given in the following areas:

(a) Assess the needs of the congregation. Prepare a church profile [(See: **Appendix A**)]* including information concerning baptisms, membership, budget, groups, constitution, annual report, and other pertinent information. Take into consideration the present state of the church's ministry, its goals, its core values [(See: **Appendix B**)]*, and the legacy of the outgoing pastor(s)

(b) Assess the needs of the community. [(See: **Appendix A**)]* Develop a community profile pertaining to population, cost of living, industries, hospitals, schools, social system of the community, internet access, and other churches in the community.

(c) Determine what qualities and gifts are needed in a pastor at this time in the church's life and ministry. This could take into consideration input from the congregation through a special meeting or a congregational survey/questionnaire. [(See: **Appendix C**)]*

(d) In consultation with the church determine the primary roles, responsibilities, expectations, and accountability structure for the new pastor. In addition, where a job description exists, refer to it. [(See: *Appendix D*)]*

(e) Develop a list of realistic negotiable and non-negotiable expectations. [(See: *Appendix E*)] Too often a pastor is called where expectations have not been clearly delineated. This often results in misunderstandings and/or mutual dissatisfaction between pastor and congregation. The Search Committee should also explore with the candidate what his/her expectations would be of the church.

(f) Determine if the Search Committee has been authorized by the congregation to negotiate a proposed salary and benefit package. [(See: *Appendix L*)]* Where the authorization has not been granted, the Search Committee is well advised to postpone any discussion with any candidate until this matter is resolved.

(g) In consultation with the finance committee, seek approval of the church for a budget to cover the Search Committee and candidate's expenses. [(See: *CONVENTION'S TREASURER'S HANDBOOK for recommended guidelines*)]

5. The Search Begins

(a) Pray for God's leading in your search. Christian ministers are **not hired** by congregations, they are **called** to serve the Lord with congregations – called by God and called by His church.

(b) With input from the congregation, and other reliable sources, assemble names and/or resumes of prospective candidates. Additional names and/or resumes of candidates may be provided at a meeting of the Search Committee with the Regional Minister. *At that time the Regional Minister may be able to elaborate somewhat on the strengths and gifts of each candidate and refer to seasons of service in other pastorates.* Resumes not available through the Regional Minister may be secured from the prospective candidate by the Search Committee.

(c) Find out as much information as you can on all candidates, including checking out all references. [(See *Appendix F*)]* In addition, make contact with the Regional Minister in the Region where the candidate is presently serving. [(See *Appendix G*)]*

(d) It is very important to acknowledge by letter all resumes and applications you receive DIRECTLY from potential candidates.

(e) It is a common courtesy to let a candidate know when he/she are no longer under consideration:

- the person who applied directly
- the person with whom you have had direct communication

(f) Establish a “short list”. The longer list of candidates should be prayerfully and carefully reduced to a list of three or four names. Consideration may be given to arranging for a couple of members of the Search Committee to visit a candidate in his/her pulpit, being careful not to reveal your purpose in visiting the church. *[(See: Appendix H)]**

Then prioritize this short list to determine in what order the candidates may be contacted. (See: Section 4 - GROUND RULES FOR THE COMMITTEE)*

(g) Make contact by telephone, providing a brief introduction to the church(es) you represent to ascertain if the pastor is willing to be considered as a candidate. If the candidate requests time to think and pray, establish a mutually agreed upon date for a second contact to be made – no more than 3 or 4 days should be needed. Make it clear that neither the pastor nor the Search Committee is making a commitment to proceed further at this time.

(h) Be patient. It is better to get it right than right now!

(i) Persevere! Know what the church needs in a pastor and stay on course.

6. Meeting with the Candidate

(a) The Search Committee should have at least one meeting with the candidate in which the ministry of the church and the suitability of the candidate are adequately explored. As a courtesy, the committee should reimburse the candidate for all expenses incurred by him/her as a result of attending this meeting or any other meeting or event scheduled by the Search Committee. Following agreement of the Search Committee and a positive response from the candidate, the Search Committee will begin the process of recommending the candidate to the church.

(b) Invite the candidate and spouse (if applicable) to visit the church. See that the spouse is looked after in the event that the spouse does not attend the interview with the prospective pastor. Provide a tour of the church, parsonage, and community as part of the visit. It is suggested that if necessary, accommodations be provided for the visiting candidate and family.

(c) The Search Committee should be well prepared for the interview having considered together appropriate questions to be asked of the candidate. Provide a comfortable setting for the meeting where the interview will be uninterrupted. Following prayer and introductions, begin a series of predetermined questions to the candidate.

(d) Have as many committee members as possible share in the discussion and presentation of questions.

(e) Be sensitive to what is being said and ask relevant questions that naturally evolve from the discussion.

(f) Questions should cover leadership style, strengths/weaknesses perceived by the candidate, pastoral care, preaching, theology/doctrine, worship style, priorities, etc. *[(See: Appendix I)]**

(g) Have an open discussion about salary and benefits (See: Section 4 - GROUND RULES FOR THE COMMITTEE)*

(h) Discuss the expectations of the church and pastor.

(i) Allow time for the candidate to ask questions of the committee. *[(See: Appendix J)]** Write down questions you cannot answer adequately and get back to the pastor within 48 hours with the answers. Remember that your approach and response to the candidate is representative of the ongoing life of the church.

(j) Conclude by setting up a time to contact the candidate to inform him/her whether or not the committee wishes to go any further in consideration of the call and to ascertain the response of the candidate.

7. Evaluation of the Meeting with the Candidate

(a) Call a meeting of the Search Committee and carefully discuss what each member has perceived and noted as to the candidate's suitability for the call. Seek for a unified decision. Do not rush. If clarification is needed, obtain it. If more time is needed, take it.

(b) If the committee chooses not to proceed any further, a telephone call to inform the candidate should be made as soon as possible. This should be confirmed by a letter. *[(See: Appendix K)]**

(c) If the committee has agreed to proceed further, contact the candidate as soon as possible to discuss the next step. Unless a further meeting with the Search Committee is desired, the candidate and family (if applicable) may then be invited to meet with the entire congregation whose privilege and responsibility it is to extend the call. Some churches will want the candidate to preach, some will want a question and answer time, some prefer one or more informal events. Some churches will use all or some of these activities as they endeavour to become acquainted with the candidate and family.

(d) Search Committees are cautioned against scheduling the initial meeting with the candidate and a congregational meeting with the candidate on the same visit. To do so may place the Search Committee in a difficult position if, following their meeting, the Search Committee is unprepared to recommend the candidate to the church.

8. Decision Time

THE SEARCH COMMITTEE:

Following the congregational event, the Search Committee will either call a business meeting or go to the appropriate person or board to request a duly called business meeting be held to vote on whether or not to extend a call to the candidate.

THE CONGREGATION:

Follow the church's procedure for the calling of meetings, quorums, etc.

The Search Committee shall provide as much information as possible to the congregation prior to the meeting and immediately before the vote is taken. Summarize procedures which were followed and all the agreements made with the pastoral candidate. Indicate how the Holy Spirit has been leading both the candidate and the committee.

Note: Be sure that the type of voting process (ballot or standing vote, etc.) and the percentage of vote needed to extend the call has been determined by the constitution or by a decision of the church prior to presenting the candidate's name.

Present the Search Committee's recommendation clearly and simply. A secret ballot is strongly advised.

If the **vote is positive**, notify the candidate as soon as possible by telephone. Follow the telephone call with two copies of a letter extending the call, [(See: *Appendix K*)]* complete with terms of the financial package and other special arrangements. This will protect you and the candidate from future misunderstanding. If the candidate prefers some time to pray about the call, allow a week or two for the decision to be made. Set a date for the return call by the committee for the candidate's response, and for the candidate to sign and return a copy of the letter extending the call with his/her statement of acceptance of the terms of the call. When the call is accepted and written documentation is received, the congregation should be informed as soon as possible.

If the **vote is negative**, notify the candidate as soon as possible by telephone and follow up with a letter. [(See: *Appendix K*)]* Indicate your appreciation to the candidate for participating with the Search Committee/Church in seeking the Lord's will.

9. Welcoming the New Pastor

If a parsonage is provided, invite the pastor and family (if applicable) to visit again to make suggestions regarding preparation of the parsonage. Colours and decorating plans can often be arranged to meet the family's wishes. Reimbursement for this extra trip should be provided. Assume responsibility for moving costs. It is recommended that the church engage the services of a professional mover. In consultation with the pastor, prepare the study/office for a pleasant, practical working environment. Décor, shelving, furnishings, equipment, etc. can help provide a pleasant atmosphere for ministry from day one.

10. Last But Not Least

Provide a detailed account of Search Committee expenditures to the treasurer, indicating any outstanding bills.

The church clerk should retain on record a copy of the letter of call sent to the pastor, and his/her written response.

Either return material and resumes to the agency/person who supplied such or destroy all such information, including any minutes of the Search Committee.

CELEBRATE!

Appendix A: Church and Community Profile Resources

A study is necessary in order to portray your church accurately to a prospective pastor through an information packet. The information provided should give a definite statement of your church's focus, needs and priorities. Remember, that pastors will read your church packet in the same way that you read their pastoral profiles and resumes. These efforts are the first step towards ensuring a potentially good match with a new pastor.

The following material, if available, would be helpful in compiling a church profile to be sent to prospective candidates:

- A letter of introduction from the Chair or Secretary of the Search Committee
- List of Core Values *of the church*
- Doctrinal Statement
- Last Annual Report including annual church budget
- Church Constitution and By-laws
- History of the Church
- Church's Vision and Mission Statements
- Church's Ministry Plan and Goals
- Brochures which introduces visitors to your church, bulletins
- Job Description for pastor and any boards, committees or other staff
- Expectations (what a church expects of a pastor)
- Community Profile
- Pictures of the church
- List of church's ministries with a sentence about each
- An overview of your worship style: traditional, contemporary, blend

CONGREGATIONAL SURVEY

Male ___ Female ___ Member ___ Adherent ___
Age: 14 – 17 ___ 18 – 24 ___ 25 – 44 ___ 45 – 64 ___ 65 + ___
How many people in our church do you know by name?
5 or less ___ About ¼ ___ About ½ ___ ¾ or more ___

OUR RELATIONSHIPS WITH JESUS

1. I take time for personal or family Bible reading at least three times a week. Yes___ Not Really___
2. I can recall one situation in the last week when obedience to Christ was a factor in how I lived or spent my money. Yes___ Not Really___
3. I have come to a place in my spiritual life where I know for certain that I have eternal life. Yes___ Not Really___
4. I have increased my giving to the church proportionately as my income has increased. Yes___ Not Really___

OUR RELATIONSHIPS WITH EACH OTHER

5. I feel loved and accepted by my family. Yes___ Not Really___
6. I am part of a small group that meets at least once a month for sharing, study or prayer. Yes___ Not Really___
7. I feel loved and accepted in our congregation. Yes___ Not Really___
8. I feel good enough about our church to recommend it to my friends and neighbours. Yes___ Not Really___
9. I am using my gifts and abilities in the church. Yes___ Not Really___

OUR RELATIONSHIPS WITH OUR NEIGHBOURS

10. I am currently involved in meeting some of the practical needs of people in our community. Yes___ Not Really___
11. I am praying by name for specific persons who need Jesus. Yes___ Not Really___
12. Within the past month a person not from our Church shared a personal concern with me. Yes___ Not Really___
13. I understand the Gospel well enough to share it with another person. Yes___ Not Really___
14. Within the past month I have talked to a non-churched person about Jesus Christ. Yes___ Not Really___
15. I have consciously changed my life-style in the last year so that I may be a better steward of my material resources. Yes___ Not Really___
16. In the last month I have read something on Christian Foreign Missions. Yes___ Not Really___

CHURCH AND COMMUNITY INFORMATION

The Pastoral Search Committee must have a clear understanding of all aspects of the church and community. They should do research to be fully informed. The committee should divide this assignment among the members to facilitate the task. The committee may obtain outside help by asking people not on the committee to help gather the material.

Church History

1. Origin and Date:
2. Factors of growth and development:
3. Any major changes in affiliation or doctrine:
4. Five former pastors – length of ministry, strength of church at the time:
5. Major occupations of people in the community:
6. Evaluation of lay leadership involvement:
7. Any major issues of change during last ten years:

Church Statistics

8. Present Membership

<input type="checkbox"/> Sunday School <input type="checkbox"/> Evening Worship <input type="checkbox"/> Youth Fellowship <input type="checkbox"/> Men’s Fellowship	<input type="checkbox"/> Morning Worship <input type="checkbox"/> Prayer Meeting <input type="checkbox"/> Women’s Fellowship <input type="checkbox"/> Other _____
--	--
9. Average attendance for past year

<input type="checkbox"/> Sunday School <input type="checkbox"/> Evening Worship <input type="checkbox"/> Youth Fellowship <input type="checkbox"/> Men’s Fellowship	<input type="checkbox"/> Morning Worship <input type="checkbox"/> Prayer Meeting <input type="checkbox"/> Women’s Fellowship <input type="checkbox"/> Other _____
--	--
10. Actual Church Income and Income Budget for past five years

<<<Year>>>	<<<<<<Income>>>>>>	<<<<<<Budget>>>>>>

11. Growth Pattern for past three years

Below, record the average Sunday School attendance, average morning worship attendance, and church membership for each of the past three years in the columns listed below. Add the three rows and then divide by three to attain the three-year average.

	< Year 1 >	<Year 2 >	< Year 3 >	Average
Sunday School Attendance				
Morning Worship Attendance				
Church Membership				
Total				
Divide by 3				

(S.S. + A.M. Worship + Membership divided by 3 = _____)

12. Growth pattern for the next ten years:

- a. Projected growth pattern for the next five years _____
- b. Projected growth pattern for the next ten years _____

13. Church Membership/Attendee demographic information

a. Age and Gender

Age	<<Male>>	<<Female>>
0-5		
6-11		
12-19		
19-21		
22-29		
30-39		
40-49		
50-55		
56-64		
65+		

- b. Number of two-parent homes _____
- c. Number of single-parent homes _____
- d. Median income per household _____

List the groups ministering to each area in #13:

15. Occupation Evaluation:

_____ Management	_____ Professional
_____ Office or Sales	_____ Medical
_____ Industrial Worker	_____ Education
_____ Construction Worker	_____ Unemployed
_____ Agriculture	_____ Other _____

Church Property

16. Size of Property _____

17. Seating of Auditorium _____

18. Christian Education Facilities _____

19. Description of Parsonage (if applicable)

Number of Rooms ____ Number of Bedrooms ____ Number of Washrooms ____

Appliances _____, _____, _____, _____, _____

Type of Heating _____ Type of Flooring _____

Proximity to Church _____ Other _____

20. Age and Condition of

(a) Church:

(b) Parsonage:

21. Indebtedness _____

Church Community

Your church should take into consideration more than just the members and attendees from your stated city/community boundaries. To have a true picture of the extent of your church's community, locate the farthest regular attending member. With the church at the center, use the distance to the member as a guide for the radius of the circle. The area within the circle is your church's community.

22. Population Statistics:

a. Total number of people living with your church's community _____

b. Age and Gender (see over)

Age	<<<Male>>>	<<<Female>>>
0-5		
6-11		
12-19		
19-21		
22-29		
30-39		
40-49		
50-55		
56-64		
65+		

- c. Number of two-parent homes _____
- d. Number of single-parent homes _____
- e. Median income per household _____

23. Projected growth for the next: (a) five years _____ (b) ten years _____

24. Type or combination of types of community:
 _____ Rural _____ Urban _____ Suburban

25. Major Industries: _____

26. Occupation Evaluation:
 _____ Management _____ Professional _____ Office or Sales
 _____ Medical _____ Industrial _____ Education
 _____ Construction _____ Agriculture _____ Unemployed
 _____ Other _____

27. List other churches in your community:

28 Community Services

- a. Police:
- b. Schools:
- c. Hospital & Medical:
- d. Recreation & Sport Centers:
- e. Museums and Art Centers:
- f. Other

Appendix B: Core Values Audit

Core values are those enduring things which a congregation holds dearly and deeply, and are at the heart and core of the church's identity. They strongly influence every decision made, action taken and dollar spent by the church. Core values remain fixed in a congregation while everything around it is in a state of change. If they are removed, the people would feel as if it were not the same church.

Below is a list of core values which has been divided into 6 sections. Place a "P" beside the TWO CORE VALUES you deem primary in each section. Place an "S" beside the ONE CORE VALUE you consider secondary. This is not an exhaustive list of core values and therefore you may wish to add others. Remember, all of the items reflect common and perhaps Biblical values, but only a few are apt to be driving values in our church's ministry.

1. CONCERNING LEADERSHIP:

- Leadership which demonstrates godly character
- Sense of responsibility to keep church property attractive and in good repair
- Belief that the status quo takes second place to "Spirit-led" change
- Excellence as the standard for all of the ministries and leadership
- Commitment as the key to the Christian leadership and lifestyle
- An attitude of optimism which generates confidence in the future
- Deacons who have an awareness of all aspects of the ministry
- Each leadership position is open to both men and women

2. CONCERNING MINISTRY:

- Members and adherents trained and mobilized to serve Christ
- Responsible financial stewardship on the part of the church
- Prayer as the mainstay of the church and all its ministries
- Ministries sustained by tithing and giving of congregation members
- Christian counseling in its many forms seen as a vital ministry
- A recognition that every activity of the church comes under the lordship of Christ
- A high priority placed on youth ministry
- Today's technology seen as a valued tool for ministry

3. CONCERNING RELATIONSHIPS:

- Sensitivity to people in their joys and their sorrows
- A strong sense of belonging to a loving church family
- A strong emphasis on family life and parenting
- Living a life which enjoys and demonstrates God's grace
- Compassion as the heart-felt response to the needs of all people
- Loyalty to the Lord, His church and His people
- An enthusiasm which is evidence that God is at work in our midst
- Teamwork seen as an essential component to effectiveness of ministry

4. CONCERNING OUTREACH:

- Ministry that takes a special account of the poor and disenfranchised
- Desire to have as many people as possible involved in foreign missions
- Constant evaluation in an effort to make all aspects of the Church's ministry relevant to the culture it is attempting to reach
- Reaching all people by all means for Jesus Christ
- A church that speaks to the issues of social justice, civil rights, and equal rights
- Growth in numbers and maturity as indicators of effective ministry
- A strong responsibility to community service on the part of the church
- A church which speaks to environmental issues

5. CONCERNING WORSHIP:

- Preaching and teaching developed on a Biblical foundation
- Openness to creativity and innovation in worship
- Concerted effort to make visitors to the church feel welcome and want to return
- Openness to a variety of worship styles where God's presence is felt
- Communion and baptism given special attention as celebrations
- A strong attachment to historical roots
- Members and adherents involved in the worship service

6. CONCERNING THE PASTOR:

- Marital status of the pastor:
 Single, Heterosexually married, Divorced
- The pastor's spouse may be employed outside the home.
- A pastor whose age is between:
 20&30; 30&40; 40&50; 50&60; Over 60.
- The congregation's wholehearted cooperation with the pastor
- Involvement of the pastor's spouse in the life and ministry of the church
- The pastor's spouse may be involved in the life and ministry of our church.
- A pastor whose years of ministry experience are:
 up to 10; 10 to 20; 20 to 30; 30 to 40; over 40
- The pastor may be:
 male or female; male only; female only.
- Strong support of the pastor to the Association and Convention

Appendix C: Pastor Profile Resources

Gifts/Attitudes Pastoral Survey

Being a pastor requires gifts, abilities, attitudes and interests. In the list below your input is important as to which ones you feel are the most important.

Gifts and Abilities:

Please select 4 items from the list below which you feel are the most important gifts and abilities needed in a pastor for your church.

- ___ Active in visitation to homes, hospitals and nursing homes
- ___ Comfortable in leading worship and helping develop a music program
- ___ Effective communicator in preaching and teaching
- ___ Helpful in counseling situations such as pre-marriage, family and crises
- ___ Takes an active role in the Christian Education ministries of the church
- ___ Facilitates the equipping of others for ministry and leadership
- ___ Demonstrates good conflict management skills in confrontational situations
- ___ Takes an active role in the life of the community
- ___ Takes an active role in the youth ministry of the church
- ___ Effective in administration of the church's affairs

Attitudes and Interests:

Please select 4 items from the list below which you feel are the most important attitudes and interests needed in a pastor for your church.

- ___ Works well with Boards and Committees
- ___ Is comfortable in delegating responsibility to others
- ___ Has a heart for evangelism to the community
- ___ Relates well to youth
- ___ Relates well to seniors
- ___ Demonstrates a deep caring love for his/her people
- ___ Has a heart for foreign missions
- ___ Is a high energy person of vision
- ___ Sees the importance of family oriented ministry
- ___ Demonstrates a willingness to be involved in Association and Convention activities

Pastor Profile Survey

The pastor is a person who, is first of all, called by God to **fill** a particular office. Having met the qualifications, he/she is called to **fulfill** it. Recognizing the diversity which exists in the areas of individual personalities and giftedness on the part of pastors, and the needs of each church, please respond to the following questions indicating your expectations and the profile of the pastor you feel, before God, our church needs at this time.

1. Do you desire that the candidate be an accredited ordained pastor within our Convention? Yes___ No___

2. Are you willing to support a pastor in his/her pursuit of Continuing Education? Yes___ No___

3. Do you desire a pastor who will (a) develop a new vision for the church ___
(b) strengthen the present church's vision ___

4. Do you desire a pastor who (a) Is willing to take risks ___
(b) Is cautious about taking risks ___

5. Do you desire a pastor who will (a) Initiate new ideas in ministry ___
(b) Respond to the ideas of others ___

*Using a scale of 0 – 5 rate the following in terms of your expectation of a pastor.
(0 = no expectation and 5 =very high expectation)*

1. Ability to preach ___

2. Ability to lead worship ___

3. Ability to disciple Christians ___

4. Ability to teach ___

5. Ability to develop a vision for our church ___

6. Ability to communicate that vision to the congregation for personal ownership ___

7. Ability to translate that vision into concrete plans ___

8. Ability to motivate others in a positive way ___

9. Ability as a church administrator ___

10. Ability to encourage and assist others to discover and exercise their spiritual gifts ___

11. Ability to work with individuals, boards, and, committees ___

12. Ability to delegate responsibility ____
13. Ability to have a “hands on” ministry with youth ____
14. Involved in and supportive of ministry to seniors ____
15. Ability to train and motivate leaders/workers ____
16. Ability to do general counseling (e.g. marriage, family problems, grief, etc.) ____
17. Active in the Christian Education ministries of the church ____
18. Possess conflict management skills ____
19. Committed to leading the church in outreach/evangelism ____
20. Open to introducing new ideas, including new methods for ministry ____
21. Commitment to visitation in homes ____, hospitals ____, nursing homes ____
22. Possesses a heart for missions ____
23. Open to being involved in Association and Convention activities ____
24. Active in the life of the community ____

Of the above 24 expectations, circle 5 which you feel are priorities in a pastoral candidate.

What is the single most important characteristic a new pastor should have to aid in the leadership of our church? _____

Models of Ministry

Studies have shown that ministers, by practice, fit certain ministry models. Their preference and predominant approach to ministry is expressed in discernable ways. Look over the following models and indicate the **one** that best describes the **primary** approach to ministry needed at our church.

Pastor/Shepherd: The minister spends the majority of his/her time in visiting homes and hospitals. He/she is known as a pastor “who cares”. Counseling has a high priority, as well as positive interpersonal relationships. This minister believes the ministry is primarily developing right relationships between God and people and with other people. He/she sees preaching as a means to help people develop and mature as individuals so that their relationships become increasingly more satisfying.

Preacher/Teacher: This is an educational model. This minister understands his/her role as being primarily to involve teaching the truths of Scripture and applying them to contemporary life. This person is more satisfied in the pulpit and the study than anywhere else. This minister believes that ministry is primarily serving God by being a “servant of the Word” who teaches correct biblical truth. To him/her the purpose of preaching is to impart correct biblical knowledge that will provide Christians with the resources they need to live in obedience to God’s Word. Sermons are generally expositions of passages of Scripture.

Worship Leader: The primary concern of this minister is with personal and corporate worship. He/she finds great satisfaction in planning meaningful worship services and leading the congregation to experience the awesome holiness of God. This minister believes that ministry is primarily leading the congregation in worship that is pleasing to God. Sermons focus on enriching the congregation’s relationship with God and therefore often deal with the nature and actions of God.

Evangelist: The primary concern of this minister is to win the lost to Christ and enfold them into the church. He/she is very concerned with the numerical growth of the church. For him/her, the primary purpose of preaching is to motivate people to make decisions for Christ. Sermons are generally evangelistic.

Equipper: This minister has a high commitment to the ministry of the laity. He/she often sees himself/herself as a coach and the congregation as players on the team. He/she will derive more satisfaction from the accomplishments of the people than from his/her “hands on” ministry. Discovering and developing spiritual gifts is a high priority. Preaching focuses on recruiting and developing Christians for ministry. Sermons usually focus on the nature and ministry of the church.

Administrator: The pastor sees himself/herself as a CEO. He/she manages the congregation’s resources well. The life of the congregation is carefully organized and lines of authority are well defined. This minister believes that ministry is primarily managing the varied resources of the church with effectiveness. The purpose of preaching is to build the church and sermons usually deal with the nature and structure of the church.

Prophet: This minister is concerned with challenging the unrighteousness of society. Biblical righteousness and justice will be dominant themes of his/her ministry and preaching. He/she believes that ministry is primarily confronting individuals and institutions with the demands of God for justice, mercy, and holiness.

General Practitioner: This minister does not identify specifically with any of the other models. His/her image will be in flux as he/she changes to meet what he/she perceives to be the changing needs of the congregation. This minister believes that ministry is meeting the needs of individuals, groups, or the church by using appropriate skills and abilities that he/she has developed. The purpose of preaching is to meet the needs in the congregation that are perceived as the most acute at the present time. Sermons may vary in style and content as the need indicates.

Appendix D: Sample Job Description For Pastor

PURPOSE:

Faithfully preach God's Word and model the priority of prayer and discipleship within the Church. Provide spiritual leadership to the Church and work in conjunction with the Boards in formulating Policy Statements of the Church as may be required. Give oversight and direction to all ministries. Work with the Boards to establish and implement the vision.

RESPONSIBILITIES:

1. Provide a **preaching ministry** which is balanced in terms of doctrine, principles of our Christian faith in knowledge of the Word, application of those principles to our daily lives and commitment of the individuals to those principles.
 - (a) provide a balanced overview of the whole counsel of God
 - (b) deal with doctrinal issues which may need particular attention
 - (c) apply Biblical principles to moral, ethical, and political issues
 - (d) ensure that encouragement, reproof, and correction are in balance
 - (e) conduct baptisms and oversee membership
 - (f) give opportunity for people to respond to evangelistic and commitment messages
 - (g) conduct the Communion Service

2. Provide **pastoral care** for the congregation personally or through groups.
 - (a) visitation in hospital, shut-ins, members and adherents
 - (b) premarital counseling
 - (c) counseling troubled people and those in need
 - (d) funerals
 - (e) weddings
 - (f) keep contact with the various groups in the church formally and informally

3. **Disciple and equip** the congregation to train believers in the basics of the Christian life so that they may be assimilated into the congregation, grow, and reproduce in order to impact their homes, church, and community.
 - (a) disciple new believers
 - (b) provide leadership development opportunities
 - (c) equip people to disciple others

4. Provide **leadership** and direction for ministry, not only in its effectiveness but in the preparation of people to carry it out.
 - (a) provide a vision for direction and develop a strategic plan for the church
 - (b) train and develop the deacons board
 - (c) develop a long range plan for:
 - pulpit ministry
 - discipling and equipping
 - community outreach
 - (d) ensure that prayer has a prominent place in the church life and personal lives
 - (e) be an ex-officio member on all boards and committees
 - (f) provide an outreach vision which is local and mission oriented
 - (g) liaise with the Deacons in maintaining a spiritually healthy church

5. Provide **administrative duties** to ensure the ministry of the church runs smoothly
 - (a) oversee worship service in consultation with musicians, choir director and/or worship committee
 - (b) develop a standard for performance in ministries
 - (c) respond to incoming mail
 - (d) respond to incoming phone calls and emails
 - (e) advise use of benevolent fund
 - (f) develop agenda for Deacon meetings with Chairman/Vice-chairman
 - (g) attend all Deacon meetings

6. Maintain a **self-development** program which will keep both personal and church life in balance.
 - (a) schedule time to concentrate on prayer and personal Bible Study
 - (b) exercise and relaxation
 - (c) keep current in reading
 - (d) keep contact with pastors, colleagues and resource people
 - (e) consistent contact with pastoral gatherings in the area
 - (f) take advantage of seminars and conferences
 - (g) preach at other churches and conferences as deemed helpful

- Adapted from Assessment in the Church, Edna Eade: PowerWalk Ministries, 2002.

Appendix E: Expectations of Pastor

Many times our expectations of others are not clear and this often leads to confusion and frustration. It happens in marriages and other relationships, including that of the pastor and church. Expectations that a church has for its pastor sometimes go beyond what are stated in a job description. Most often these expectations are not in writing. It is simply assumed that the pastor “knows” about them. This is not always the case. Thus when the pastor fails to meet an expectation, tension arises and can develop into an issue.

Consider the following list of examples of expectations. Maybe your church might have others. In any case, your Search Committee should be prepared to discuss with a candidate any expectations placed by your church on its pastor.

1. The Pastor and Administration:

- Is the pastor expected to attend every meeting of the church? How often?
- Is the pastor expected to act as moderator or as a resource person at meetings?
- Is the pastor expected to produce the church bulletin each week?

2. The Pastor and Teaching:

- Is the pastor expected to teach a Sunday School class?
- What is expected of the pastor in youth ministry?
- What are the expectations on the pastor’s own continued education?

3. The Pastor and Social Issues:

- How much time is the pastor expected to be involved in issues in the community?
- Are there certain issues on which your church has taken an active stand?
- Are there certain issues which your church has chosen to avoid?

4. The Pastor and Evangelism:

- Does the church expect evangelistic crusades? If so, how often?
- Is the pastor expected to do the church’s evangelism?
- Is the pastor expected to give “alter calls”? If so, how often?

5. The Pastor and Preaching:

- Does decisions about the pulpit ministry belong to the pastor, deacons, or church?
- Does the pastor have opportunity on occasion to preach elsewhere? How often?
- Who is expected to arrange for pulpit supply?
- What is the expected length of a pastor’s sermons?
- Is there a preferred translation to be used from the pulpit?

6. The Pastor and Leadership:

- Is input into leadership from the pastor only or are the deacons and church included?
- How much is the pastor permitted to delegate to others?
- Is the pastor expected to create and implement any vision for the church?

7. The Pastor and Counseling:

- Is the pastor expected to do pre-marriage counseling?
- Is it permissible to refer certain counseling situations to professional counselors?
- Can the pastor delegate baptism and membership classes to others?
- Are there expectations concerning for whom a pastor can perform marriages?

8. The Pastor and Worship:

- Is the pastor expected to lead all aspects of a worship service?
- Who chooses the hymns and order of service?
- Is there room for flexibility and creativity in planning a worship service?

9. The Pastor and Visitation:

- How much time is the pastor expected to contribute to visitation in a normal week?
- How much visitation is expected to be done by lay-people?

10. The Pastor and Community Involvement:

- Is the church's emphasis on ministry in the community or ministry in the church?
- How much involvement is the pastor permitted or expected in community life?

11. The Pastor and Denomination Involvement:

- How much time is the pastor permitted or expected in denominational work?

12. The Pastor and Dress Code:

- Are there dress code expectations for the pastor in his public life, in the pulpit?

13. The Pastor and Family:

- Are there evenings when a pastor can say "no" to spend time with the family?
- Are there expectations on the pastor's children beyond those on other members?
- Are there expectations on the pastor's spouse concerning work outside the home?
- Is the pastor expected to make the parsonage available to church activities?

14. The Pastor and Work Time:

- What are the expectations on the pastor's time during the week between Christmas and New Years?
- What are the expectations concerning the pastor's vacation? How Much? When?
- How many days off is the pastor expected to have each week?
- How many hours is the pastor expected to work each week?

Appendix F: Sample Questions to Ask References

Hello, my name is _____. I'm calling on behalf of the Search Committee of the _____ Baptist Church. We are currently looking for a pastor and one of the persons we are considering is Pastor _____. He/she has given your name as reference and I wonder if you wouldn't mind giving me just a few minutes of your time to answer several questions about Pastor _____'s ministry.

- How long have you known Pastor _____?
- What ministry relationships have you had with Pastor _____?
- How does Pastor _____ lead his/her congregation?
- How does Pastor _____ relate with Youth? Seniors?
- Would you describe Pastor _____ as a "people person"?
- How would you describe Pastor _____'s Preaching? Teaching? Leading Worship?
- Does Pastor _____ give much attention to visitation?
- What would you say is Pastor _____'s greatest strength and ability?
- Are there areas of Pastor _____'s ministry that could benefit from development and improvement?
- How do you feel about Pastor _____'s credibility?
- Do you have and other candid and confidential comments you would like to share?

Thank you for your willingness to share your insights about Pastor _____. You have been extremely helpful and I want to assure you that what you have said will be held in the strictest of confidence within our Search Committee.

Appendix G: List of Regional Ministers

Region One: Northwestern New Brunswick

Rev. Jerry Horsman
31 Tanya Avenue, Douglas, NB E3A 8A5
O (506) 452-2877 Fax: (506) 459-4021
E-mail: jerry.horsman@baptist-atlantic.ca

Region Two: Annapolis Valley of Nova Scotia

Rev. Ronald Baxter
10 Westwood Avenue, Wolfville, NS B4P 1X9
Fax & O: (902) 542-4105
E-mail: ron.baxter@baptist-atlantic.ca Website: www.crossspot.net/cabcregion2

Region Three: Eastern New Brunswick & Prince Edward Island

Rev. Dr. John Weiler
79 Pellerin Street, Moncton, NB E1C 9Z8
O: (506) 388-6273 Fax: (506) 388-6248
E-mail: john.weiler@baptist-atlantic.ca Website: www.johnweiler-region3.org

Region Four: Halifax, Northwestern Nova Scotia, Cape Breton, Newfoundland & Labrador

Rev. Dr. Frank Guinta
39 Wildwood Avenue, Dartmouth, NS B2W 2L7
O: (902) 433-0033 Fax: (902) 434-5223
E-mail: frank.guinta@baptist-atlantic.ca

Region Five: Southwestern Nova Scotia

Rev. Wayne Fevens
Box 2202, R.R. 3, Yarmouth, NS B5A 4A7
Fax & O: (902) 742-3053
E-mail: wayne.fevens@baptist-atlantic.ca

Region Six: Southeastern New Brunswick

Rev. Greg Jones
1655 Manawagonish Road, Saint John, NB E2M 3Y2
O: (506) 635-1922 Ext. 114 Fax: (506) 635-0366
E-mail: greg.jones@baptist-atlantic.ca

Region Seven: African United Baptist Association

Rev. Elias Mutale
479 Colby Drive, Dartmouth, NS B2V 2K3
O: (902) 435-6839 Fax: (902) 435-5801
E-mail: elias.mutale@baptist-atlantic.ca

APPENDIX H: Visiting a Candidate's Church

Many churches find it helpful to send a delegation of two or three members of the Search Committee to visit a candidate's church on a Sunday to gain an assessment of his/her pulpit ministry. It is important that this be done without the candidate's congregation knowing. The Search Committee must choose whether or not to let the candidate know that a delegation is coming to his/her church. The following are some suggested observations which may be helpful in your assessment. Indicate on a scale of 1 to 5 how you feel about each observation. (1 being poor – 5 being excellent) Please do not use this exercise as a check list to be completed during the service. Do this evaluation shortly after the service is over as group or individually.

1. The pastor's message was illuminated by Scripture. ____
2. The pastor's illustrations and language made the sermon clear. ____
3. The pastor's sermon was relevant to today's living. ____
4. The pastor's sermon structure made it easy to follow. ____
5. The pastor's sermon made me feel that God is alive in our lives. ____
6. The pastor's message held my attention. ____
7. The pastor kept eye contact with the congregation. ____
8. The pastor's message spoke to my heart as well as my mind. ____
9. The pastor delivered his/her message with heart-felt enthusiasm. ____
10. The prayers, music and other parts of the service connected with the message. ____
11. The pastor prayed on behalf of the congregation instead of himself/herself. ____
12. The prayers expressed sincere offerings of praise, confession, petition and gratitude. ____

13. After considering the pastor's voice, gestures, and body language, which words do you feel describe his/her presence in the pulpit?
enthusiasm____, nervousness____, boredom____, unprepared____,
confidence____, strength____, conviction____, sincerity____,
compassion____, showmanship____, energy____, scholarly____, monotone____,
spontaneous____, creative____, joyful____, friendly____, humorous____, dull____

14. The congregation reflected joy in being at the service. ____
15. At the close of the service, the people expressed sincere love and appreciation towards their pastor as they left. ____
16. I sensed the pastor is a "people person". ____
17. I felt welcome at the service. ____
18. Overall, I felt God's presence at the service. ____

Appendix I: Sample Questions to Ask a Prospective Pastor

Ministry:

1. What is the emphasis of your ministry? (e.g. evangelism, teaching, pastoral care, etc.)
2. Would you please comment on the following aspects of church life:
 - (a) worship: its style, music, length, etc.
 - (b) preaching: its approach, style, length, etc.
 - (c) evangelistic practice: regular, frequent, or occasional invitations, etc.
 - (d) approach to Baptism, Lord's Supper, Child Dedication Services, etc.
3. What place do you give foreign missions in your ministry?
4. How do you handle leadership training?
5. How would you define your leadership style?
6. What brings you the greatest joy in ministry?
7. What causes you the most frustration in your ministry?
8. What is your approach to handling conflict and confrontation?
 - head on, assertive, "Let's fix it"
 - Avoid, procrastinate, and eventually get to it
9. What would you do differently if you were beginning your ministry all over again in your current church?

Administration:

10. How do you see your relationship to:
 - (a) the deacons?
 - (b) the boards and the organizations of the church?
11. What are your expectations of:
 - (a) members of the Board of Deacons?
 - (b) persons in other leadership positions?
12. Are there areas of church life and discipline on which you have strong views you feel you ought to be shared? (e.g. church membership responsibilities, stewardship, money-raising activities, divorce and remarriage of divorced persons, etc)
13. Do you have any questions about the church constitution?

14. How do you handle pressure?

Doctrine:

15. Do you emphasize any one doctrine above others? (e.g. election, second coming, prophecy, “sign” gifts of the Holy Spirit,

Personal:

16. Do you have any personal goals you would apply to a church you might pastor?

17. How do you prefer to be known and addressed? (e.g. Reverend ____, Pastor__)

18. How do you relate to the Baptist Convention?

19. What is your attitude towards other denominations and interchurch cooperation?

20. Describe you areas of strengths and weaknesses?

21. What kind of people do you have the most difficulty working with?

22. Name the last 3 most influential books you have read recently.

23. Are you more project-oriented or people-oriented?

24. What do you do for fun on your days off?

25. Why are you considering leaving your current ministry situation?

26. What are you currently studying during your devotional time and what is God telling you?

Appendix J: Sample Questions Pastors Ask a Prospective Church

1. What are the 3 main strengths and weaknesses of the Church at this time?
2. What do you think the church needs at this time? (Needs are more significant than wants.)
3. What do you envision to be the pastor's place? What do you see to be his/her main task? (preaching, visitation, organization will likely be named)
4. Paul teaches in Ephesians Four that God has placed in the church pastors and teachers. He did this to prepare all God's people for work in His service, in order to build up the Body of Christ. Do you see the pastor as called to coach and train the members as a whole for service?
5. To whom is the pastor accountable:
 - (a) to the deacons?
 - (b) to the church organizations?
 - (c) to the church meetings and the members?
6. Do you see the "call" as a call from God to lead the church, or as an agreement with the church to be fulfilled in an employer/employee relationship?
7. What do you see to be the place of the deacons?
8. What responsibilities do you think the deacons carry in relation to the pastor?
9. How are the deacons appointed to serve? What is expected of them in terms of:
 - (a) their commitment to Christ?
 - (b) their involvement in church life?
 - (c) their lifestyle
 - (d) their support of the pastor
10. How are other leaders and officers appointed to church organizations?
11. What place, in practice, does the church give to:
 - (a) evangelism?
 - (b) Christian education?
 - (c) caring fellowship?
 - (d) meeting needs in the community?
12. What would you say are the church's main aims and hopes for a new ministry? (If evangelism, outreach, deepening fellowship, greater service of need are mentioned, ask the following question)

13. What plans and approaches would the church welcome in developing these? (Take those mentioned one at a time)
14. Do you think the church needs change? If so, in what areas?
15. What does the community think of this church?
16. Are there any issues where the church is divided?
17. Would the church resist or resent experimentation in worship, evangelism or youth work?
18. What is the church's attitude to admitting people to membership? Does the church always require:
 - (a) a profession of faith in the Lord Jesus Christ?
 - (b) acknowledgement of the Lordship of Christ expressed in believer's baptism? (If no, does this mean you would be opposed to pulpit encouragement of baptism?)
 - (c) a commitment to support and serve the life of the church?
19. Does the church practice, or would it approve of: (a) pre-baptism training (inquirers' classes)? (b) post-baptism nurture?
20. Does the church approve the emphasizing of Christian stewardship: of time, gifts, and money as the Christian's loving obligation to Christ?
21. Are there special matters, perhaps in the history of the church, on which the minister would need to exercise great care? E.g. the remarriage of divorcees, the marriage of a Christian to a non-Christian, fellowship with other ministers or denominations.
22. What role does the church, unofficially, expect the minister's spouse to fulfill?
23. I believe my most natural ministry, and my most likely emphasis, is in the area of preaching, pastoral care, youth work, teaching, organization, evangelism, community service (underline as relevant). How do you react to this?
24. (Where appropriate) Will the church expect more of my children than those of any other church member?
25. In terms of ministry and program, what do you do best?
26. What new ministries or programs have been added recently or are under consideration?
27. If you could change one thing in all we do together as a denomination what would you change?

Appendix K: Sample Letters

Sample Letter to Extend a Pastoral Call

The assumption behind this letter is that contact has already been made with the candidate by telephone to convey the vote results immediately.

Date

Dear...

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

On the basis of our tentative agreements while you visited with us, I am submitting a copy of our revised Job Description and a copy of our proposed Salary and Benefit Agreement. These are specific indicators from us as to our employment and benefit offer. Should you find any items in the Job Description or the proposed Salary and Benefit package that you feel require further negotiation prior to your acceptance of our call, please feel free to telephone me for an opportunity to negotiate.

The call of the church is for an indefinite period (*unless the church's constitution states otherwise*). Please note that employment with the church is terminated by either the church or by the pastor providing three months notice (*or a lesser or greater period if mutually agreed*).

(If no verbal reply to date, use this paragraph). We eagerly and prayerfully await your response to this call. Please call me collect at (*insert phone number*) on or before _____ (*usually two weeks is sufficient time to grant, unless the candidate has negotiated more time*).

(If verbal acceptance has already been given, use this paragraph) We praise God for your acceptance of our call. We believe He has faithfully led you and us to begin a new era of ministry at _____ Baptist Church. We eagerly await your arrival. At your earliest convenience would you please sign one of our signed copies of the Salary and Benefit Agreement and return it to us.

We continue to pray that the Lord will give to you and to us a clear sense of His will and the power of His Holy Spirit to accomplish it.

Sincerely in Christ,

Copy: Regional Minister

Sample Letter to Notify Re: A Negative Vote

After the Candidate Has Visited With the Search Committee

Or

Following the Vote at a Congregational Meeting

Date

Dear ...

On behalf of the Pastoral Search Committee of _____ Baptist Church, allow me to convey to you the fact that at a meeting of the committee (*or church*) on _____, and after careful and prayerful consideration, a vote was cast which does not support a proposal to extend a call to you to become our pastor.

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

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

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

Sincerely in Christ,

Copy: Regional Minister

Appendix L: Budget For Employing a Pastor

PENSION PLAN

THE CANADIAN BAPTIST PENSION PLAN is a defined contribution plan. The National Pension and Insurance Committee, which has representation from our Sister Conventions and Canadian Baptist Ministries, meets on a regular basis to review Plan regulations and performance. The fund manager is Great West Life Investment Management. The record keeper for the Plan is Sun Life Financial. The Plan consultant is Proteus Performance Management.

ELIGIBILITY

Any person is eligible to enroll in the Canadian Baptist Ministries Pension Plan, provided he\she has not attained the age of 65 years at the time of making application, is not enrolled in any other Group Pension Plan, and is serving as either:

- a) a full-time leadership person, ordained or otherwise (such as Minister, Assistant Minister, Minister of Visitation, Minister of Christian Education or Minister of Music), who is employed by a church of the Convention; or
- b) a permanent full-time or part-time employee of a church of the Convention, who works a minimum of thirteen (13) hours a week in either Nova Scotia or Prince Edward Island. The minimum requirement for New Brunswick and Newfoundland is that employees earn a minimum of 35% of the Yearly Maximum Pensionable Earnings (\$46,300 in 2009), which is \$16,205. Employers may wait up to one year after the date of hire before they are required to offer Plan participation.

Details regarding membership and enrolment into the Pension Plan may be obtained by contacting Sun Life Financial at 800-387-7262, or Mrs. Karen Gunn, Benefits Coordinator for the Pension & Insurance Board, at 506-635-1922, ext 108.

INDIVIDUAL ACCOUNT

An individual account will be established for each member and credited with contributions by the member and the employer on his\her behalf. These contributions will be credited with interest from the date the contributions are received by Sun Life Financial.

BASIC CONTRIBUTIONS

The pension premium is 12% of the member's salary, *including the value of housing provided*, whether it be the fair rental value of the parsonage plus utilities, or the amount of the housing allowance. Each member will contribute, by payroll deduction, 6% of earnings and the employer will contribute an equal amount on his\her behalf.

Pension payroll deductions and matched contributions must be forwarded on a monthly basis as soon after the end of each month as possible, in order to reach the offices of Sun Life Financial on or before the 10th day of the following month. Employers may set up pre-authorized debits on their bank accounts to ensure timely remittance of contributions.

INVESTMENT FUND OPTIONS

The Canadian Baptist Pension Plan has four pension fund investment options for members, the **Conservative, Moderate, Balanced** and **Aggressive** Funds. As the names would imply, the investment risk associated with them is different with each Fund. Members are asked to choose the Fund they are most comfortable with, based upon the level of risk they are willing to accept. For more details please contact Sun Life Financial at 866-733-8613.

ADDITIONAL CONTRIBUTIONS

It is possible for the member to pay additional voluntary premiums up to the yearly maximum, as permitted under the provisions of the Income Tax Act for contributions to a Registered Retirement Plan. This must be done through the member's payroll.

INSURANCES and MEDICAL COVERAGE

If someone meets the eligibility requirements to enroll in the Canadian Baptist Pension Plan and works a minimum of 20 hours per week, then he\she will also be enrolled in all of the insurances and the medical/dental plan. If he\she is already enrolled in another group insurance plan the coverage may be waived upon proof of insurance. The premiums for these benefits will be billed to the church on a monthly basis. There is an option to have this payment directly withdrawn from the church's bank account on the 15th of every month. Please contact Karen Gunn, Benefits Coordinator, for further details.

BASIC LIFE INSURANCE

Each member is insured for \$40,000, at a cost of \$14.28 monthly. If this premium is paid by the church it represents a taxable benefit to the member and must be reported on the member's T4 slip.

OPTIONAL LIFE INSURANCE

Members may purchase additional coverage for themselves and\or their spouse. The monthly rates for each 25,000 unit **are as** follows:

<u>Age</u>	<u>Male</u>	<u>Female</u>	<u>Age</u>	<u>Male</u>	<u>Female</u>
Under 30	\$0.75	\$0.75	45 -- 49	\$3.75	\$2.50
up to 35	\$1.00	\$0.75	50 -- 54	6.50	4.50
35 -- 39	1.25	1.00	55 -- 59	10.25	7.00
40 -- 44	2.25	1.50	60 -- 64	15.00	10.25

SPOUSAL & DEPENDENTS LIFE INSURANCE

Under this coverage the member's spouse is insured for \$10,000 and each dependent child for \$4,000, at a cost of \$2.22 monthly. If this premium is paid by the church it represents a taxable benefit to the member and must be reported in Box 14 and Box 40 of the T4 slip.

ACCIDENTAL DEATH AND DISMEMBERMENT

This coverage provides \$25,000 benefit in the event of the accidental death of the member. The monthly cost is \$0.55 and this is not a taxable benefit if paid by the church.

EMPLOYEE ASSISTANCE PROGRAM

The EAP service provides confidential counselling to members and their families. The monthly cost is \$5.00 and is paid by the church. This is not a taxable benefit.

SHORT-TERM DISABILITY

Short-Term disability insurance coverage is not currently available to members. However, should a member become disabled while employed, such that he\she is unable to perform his\her duties for an extended period of time, it is recommended the church establish a Supplemental Unemployment Benefits (SUB) Plan through Service Canada (800-561-7923). Further information is found at this link –

http://www1.servicecanada.gc.ca/en/cs/sub/0200/0200_000.shtml

This Plan will allow the church to pay the member up to 40% of his\her pre-disability earnings for up to four months, while he\she receives Employment Income Benefits of 55%.

LONG-TERM DISABILITY INSURANCE

This insurance provides a monthly benefit equal to 67% of the member's pre-disability income. This benefit begins four months after the member has been deemed to have become disabled. The premium is \$2.07 for every \$100.00 of benefit coverage. For example, if the member's total salary package is \$50,000, he\she would have benefit coverage of \$33,500 (67%), and the annual premium would be \$693.45.

The Long-Term Disability Insurance is contracted nationally as an employer-provided benefit. As such, the employer is required to pay the full premium.

MEDICAL\DENTAL PLAN

Premiums collected are placed in a resource pool from which claims plus the administration costs are collected. Future premiums are based upon claims experience. Each member is asked to use the plan wisely in order to keep costs down. The monthly premiums for 2009 are as follows:

	Regular Plan With Dental	Retired With Drug Coverage No Dental	Retired No Drug Coverage With Dental
Single Coverage	\$ 120.00	\$ 179.00	\$ 70.00
Family	290.00	358.00	140.00

Travel insurance coverage is included until the member reaches age 70.

CONFIDENTIAL INFORMATION SHEET

The Confidential Information Sheet must be completed at the time of hire and annually as soon as new salary information is available. One copy is returned to the Pension & Insurance Board, with copies retained by the member and the Treasurer. This information is needed to determine the amount of the member’s Long-Term Disability Insurance coverage. Therefore, it is extremely important we have an accurate record of the member’s salary plus housing benefit for the year to ensure coverage is adequate.

Please do not include benefits other than those listed on the sheet (e.g. Do not include car allowance.).

MINISTER'S SALARY RECOMMENDATIONS

January 1, 2009

The following are minimum salary guidelines, intended to assist a church in setting the salary package of a pastor who is the sole employee of one or more congregations. Additional compensation should be considered for a multi-staff church and a church located in a high cost of living area. For multi-point charges, the total church budgets should be used.

Step 1 **Base Salary** **\$29,714**

Step 2	Budget	% Added to Base Salary	\$
	\$0 - \$59,999	0%	0
	\$60,000 - \$99,999	5%	1,486
	\$100,000 - \$149,999	7.50%	2,229
	\$150,000 - \$249,999	10%	2,971
	\$250,000 - \$299,999	15%	4,457
	\$300,000 - \$349,999	20%	5,943
	\$350,000 and above	25%	7,429

Step 3	# of Years Ordained	% Added to Base Salary	\$
	0 - 4	0%	0
	5 - 9	10%	2,971
	10 - 14	15%	4,457
	15 - 19	20%	5,943
	20 - 24	25%	7,429
	25 +	30%	8,914

Sub-Total

Add Value of housing And utilities

**TOTAL MINIMUM
SALARY PACKAGE**

Associate pastors, youth pastors, etc. should be compensated in relation to the salary package of the senior pastor.

Churches may be paying less than the amount indicated by the table. Attempts should be made to increase the pastor's compensation package as the church is able to do so.

In some cases churches may be paying a salary package which exceeds the minimum recommended by the table. In each situation there can be a number of circumstances which will justify paying the pastor a higher figure.

When a pulpit committee is prayerfully considering the calling of a new pastor, its task must be to first determine if a candidate possesses the gifts needed to do the ministry. The negotiation of a salary package should always be secondary.

HOME OWNERSHIP SAVINGS PLAN

Where the Minister is provided with a parsonage it is recommended that, in addition to the above-mentioned salary package, a minimum of 2% of his\her salary package be contributed into an RRSP in his\her name. The intention would be that these funds would eventually be used to pay the down payment toward the purchase of a home.

VACATION

The church is to provide for an annual vacation with pay for a minimum of four weeks, including appropriate Sundays, provided the Minister has been employed there for a minimum of one year. **Vacation Pay Year** means the period from the first of July to the last day of June then following.

CONTINUING EDUCATION

The church make available for continuing education annually:

1. up to 10 days, in addition to annual vacation;
2. \$500 tuition and\or books;
3. both a) and b) could be accumulated.

CONVENTION ASSEMBLY ALLOWANCE

The church fully reimburse the Minister for all costs to attend the annual Convention Assembly.

COMPUTER ALLOWANCE

Due to the increasing use of the internet as a research and communication tool, we recommend that the church provide the Minister with at least a basic monthly internet access.

SABBATICAL

In ministry situations where the Minister has given many years of service and his\her ministry has resulted in a healthy growing church, the church may wish to consider granting a sabbatical to encourage spiritual and physical renewal, academic study and reflection, or to allow participation in a special ministry assignment resulting in significant personal growth. A well-designed sabbatical experience can result in increased ministry effectiveness in the future years.

Please contact Daryl MacKenzie at the Convention office for more details on this benefit.

GIFTS

A gift (either in cash or in kind) to a Minister is a benefit derived during or because of employment. However, where the value of a Christmas or wedding gift does not exceed \$100 and where the church does not claim its cost as an expense in computing the Minister's own taxable income, the gift is not required to be reported as income of the Minister.

Should a church follow the practice of collecting personal gifts from individual members of the congregation for the Minister at Christmas time, and the amount not be included in the income or expenses of the church, and those members not receive an official receipt for their gift, the amount would not need to be reported as part of the Minister's income. Such gifts would not be given in recognition of pastoral services rendered by the Minister, but in recognition of the personal relationship that develops between the Minister and the church members.

MINSTER'S HOUSING

The legislation to implement the clergy residence deduction provisions were passed into law on June 14, 2001. Members of the clergy, regular Ministers and members of religious orders, who also meet the function tests described in the Canada Customs and Revenue Agency Interpretation Bulletin IT- 141R, may now claim a maximum deduction equal to the fair rental value of the home occupied PLUS the cost of utilities. This change is retroactive to January 1, 2001. Assuming a full year of employment the deduction is as follows:

1) For eligible individuals whose gross remuneration from the qualifying employer, including all taxable allowances, is \$30,000 or less per annum, the claim is the lesser of

- (a) \$10,000 and
- (b) the total of the fair rental value PLUS the cost of utilities.

2) For eligible individuals whose gross remuneration from the qualifying employer, including all taxable allowances, is greater than \$30,000 per annum, the claim is the lesser of

- (a) the fair rental value PLUS the cost of utilities, and
- (b) one-third of gross remuneration.

Fair Rental Value is the estimated monthly amount that the accommodation can be rented for, without heat or utilities supplied. Usually a local real estate agent can give the church a written estimate of the fair rental value. If an agent is not available, an estimate can be made by the church trustees, based upon the size and condition of the home and in comparison with other rented properties in the area.

Utilities, as understood by the Canadian Council of Christian Charities, will include electrical, heating, water and sewer expenses. Other expenses, such as telephone, cable and internet costs, are NOT included under the definition of "utilities".

In situations where there is a phone in the parsonage but there isn't one in the church, the phone costs, other than personal calls made by the Minister's family, should be seen as an expense of the church and not a taxable benefit to the Minister. If, however, the Minister is provided with a phone and there is a phone in the church, then the cost for that phone would be seen as a taxable benefit to the Minister.

In addition to reducing the amount of income tax deducted from a Minister's pay, CPP premiums will be reduced as well. Since EI premiums are based upon the total salary package, there will be no reduction in those premiums.

The Minister needs to provide the church treasurer with a signed letter, stating his\her intention to claim the clergyman's residence deduction on his\her income tax return. The letter must indicate the fair rental value of his\her home, plus a conservative estimate as to the cost of utilities. A reconciliation must be done as soon after year end as possible to determine the actual cost for utilities so the correct amount can be put on the T4 slip. By providing this letter the treasurer is then not required to withhold income tax deductions and CPP premiums on the value of the housing benefit.

EXAMPLE OF A PASTOR'S SALARY PACKAGE

Basic Salary		\$36,400.00
Housing		11,220.00
Total Salary Package		47,620.00
Amount Deducted Annually For Pension 6%		2,857.20

Life Insurance Premiums Paid by the Church

Basic	\$171.36	
Dependent	<u>26.64</u>	198.00

Amount subject to income tax deductions:

Total Salary	\$47,620.00	
Less Housing	-11,220.00	
Less Pension	- 2,857.20	
plus Insurance	<u>+198.00</u>	\$33,740.80

Amount subject to EI Premiums:

Total Salary	\$47,620.00	
plus Insurance	<u>+198.00</u>	42,300.00 (Max)

Amount subject to CPP Premiums:

Total Salary	\$47,620.00	
less Housing	-11,220.00	
plus Insurance	<u>+198.00</u>	36,598.00

(NOTE: We have been advised that AD&D insurance is NOT a taxable benefit.)

MINISTER'S TRAVEL EXPENSE

The Minister's travel allocation must be based upon actual kilometres travelled on behalf of the employer. Therefore, churches may do one of the following:

1) Pay the Minister a Regular Monthly Travel Allocation

The amount of the travel allocation should be based upon previous travel experience and upon any anticipated changes which could affect the amount of travel. The Minister is required to keep a log of his\her travel on behalf of the church. At the end of the year the Minister must provide the Treasurer with a letter, stating the total number of kilometres he\she travelled on behalf of the church. **For 2009 we recommend that the Minister be compensated on the basis of 38¢ per kilometre.** The travel allocation is a reimbursement for expenses and is not recorded on the Minister's T4 slip.

Should the Minister be overcompensated for travel, Canada Customs and Revenue Agency (CCRA) requires that the amount for which the Minister has been overpaid must be returned to the employer.

If the Minister is under compensated for his\her travel, this would be unfair to the Minister and the amount of the travel allocation would not correctly reflect the requirements of the church.

2) Monthly Reimbursement For Travel

Have the Minister submit an expense claim to the Treasurer on at least a monthly basis for reimbursement. Again, we recommend that the Minister be paid **38¢ per kilometre**.

3) Not provide the Minister With a Travel Allocation

The Minister's salary level would be increased appropriately and the Minister would be responsible to keep a detailed record of all costs relating to the operation of his\her own vehicle. He\she would then file a more detailed income tax return. It is important to note that if the church chooses to pursue this option, it will mean increasing the Minister's income tax deduction, CPP, EI and CBM Pension Plan contributions. The church would need to increase it's CPP, EI and CBM Pension Plan contributions.

DEDUCTIONS

TUITION FEES

Only the Minister is entitled to claim a deduction for his\her tuition fees paid. If tuition fees are paid for by the church, the Minister is not allowed to claim a deduction, nor is this benefit taxable to the Minister.

MOVING EXPENSES

Any costs of moving from one place of employment to another may be deducted by the Minister from his\her earned income, as long as he\she has not been reimbursed by the church. Where the church pays the reasonable moving costs of the Minister, the amount paid by the church is not treated as a taxable benefit to the Minister, and no amount is deductible by the Minister in respect of the reimbursed costs.

DEDUCTIONS NOT ALLOWED

The Income Tax Act does not allow the Minister to deduct expenses such as books and periodicals, entertainment costs (church meetings, etc.), clerical vestments, babysitting (while engaged in carrying out church duties), etc. However, it shall be noted that if the church paid for the expenses on behalf of the Minister, this is not seen as a taxable benefit to the Minister. Receipts for purchases must be given to the Treasurer.

SETTING SALARIES

Authority should be given to a committee of 3 or 4 to inquire into all the circumstances relating to church staff salaries and come up with a recommendation to the Deacons Board on salary levels. The Deacons can question the committee and discuss the recommendation, but when they have come to a decision, this should be reported to the church business meeting but should not be debated by that body.

The matters that should be taken into account when setting salaries are:

1. the hours of work;
2. the years of preparation that have been spent;
3. comparable salaries in the community (similar education\experience);
4. benefits such as free housing, etc.;
5. cost of living increases since the last raise.

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