Suncoast Baptist Association

Pastor Search Committee Guidebook

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INTRODUCTION

This is a spiritual journey that you are embarking on; therefore, it must be rooted in Scripture and bathed in prayer daily. You are responsible to God and to His church for your work. Your purpose is to follow God's leadership in finding the pastor He has selected to lead your church in fulfilling the Great Commission (Matthew 28:18-20).

Every church in the course of its history goes through pastoral change. This is a normal experience of all churches. Your being chosen as a member of the Pastor Search Committee is a vote of confidence in you by the members of your congregation. With the prayer support of the church, the leadership of the Holy Spirit, and some proven practical helps found in this guidebook, you can approach your task with confidence.

Committee Organization

- [] What organization does your search committee need? Typically committees can function with just three officers.
 - Chairman: convenes meetings, gives general leadership.
 - Vice-chairman: assists chairman, functions in his absence.
 - Secretary: keeps records of meetings, handles correspondence, and maintains committee files (resumes, minutes, etc.).
- [] The number of members of church search committees vary, usually between 5-9, seven is a good number for most churches.

General Guidelines

- [] Keep the work of the committee confidential, especially the content of your meetings.
 - -This will allow freedom to be open and honest with one another.
 - -It will help keep church rumors and half-truths to a minimum.
 - -It keeps outsiders from trying to influence the committee.
 - -Give regular reports to the church.
- [] Respect a pastor's present ministry by asking permission if you want to contact someone in his current church.
- [] Be open and honest with the candidate in your appraisal of the strengths and weaknesses of your church.
- [] Notify candidates that are no longer being considered.
- [] Organize prayer support specifically for your search committee.



Sample Pastor Search Committee Agreement

Agree on the when and where of your meetings.

Agree on the overall process you will follow.

Agree that you will always relate to one another in Christian love.

Agree to have Bible study and prayer at every meeting.

Agree to pray for one another and the church daily.

Agree that all information will be shared equally among the committee.

Agree to trust one another by always being open and honest.

Agree to communicate with the church with regular reports.

Agree to work with unity, confidentiality, patience.

Agree to be faithful to attend and participate in each meeting.

Agree to keep good minutes of the meetings.

Agree to not rush the work of the committee.

Agree not to speak for the committee until the committee has spoken.

Agree to make unanimous decisions.

Agree that there are no "perfect" pastors.



BIBLICAL CHARACTERISTICS OF A PASTOR

1 Peter 5:2-3... "Be <u>shepherds</u> of God's flock that is under your care, serving as <u>overseers</u>,— not because you must, but because you are willing, as God wants you to be; not greedy for money, but eager to <u>serve</u>; not lording it over those entrusted to you, but being <u>examples</u> to the flock."



Titus 1:6-9... "An elder must be <u>blameless</u>, the husband of but <u>one wife</u>, and man whose <u>children believe</u> and are not open to the charge of being wild and disobedient. Since an overseer is entrusted with God's work, he must be <u>blameless</u> — not overbearing, not quick-tempered, not given to drunkenness, not violent, not pursuing dishonest gain. Rather he must be <u>hospitable</u>, one who <u>loves what is good</u>, who is <u>self-controlled</u>, <u>upright</u>, <u>holy</u>, and <u>disciplined</u>. He must hold firmly to the trustworthy message as it has been taught, so that he can encourage others by <u>sound doctrine</u> and refute those who oppose it."

1 Timothy 3:2-7... "Now the overseer must be <u>above reproach</u>, the husband of but <u>one wife</u>, <u>temperate</u>, <u>self-controlled</u>, <u>respectable</u>, <u>hospitable</u>, <u>able to teach</u>, <u>not given to drunkenness</u>, not violent but <u>gentle</u>, <u>not quarrelsome</u>, not a lover of money. He must <u>manage his own family well</u> and see that his children obey him with proper respect. (If anyone does not know how to manage his own family, how can he take care of God's church?) He must <u>not be a recent convert</u>, or he may become conceited and fall under the same judgment as the devil. He must also have a <u>good reputation</u> with outsiders, so that he will not fall into disgrace and into the devil's trap."

What Is Team-Based Ministry?

There are many different definitions for the word "team" today. The North American Mission Board, in its publication "Building a Powerful Ministry



Team," defines team as...."a group of interdependent people committed to a common purpose who choose to cooperate in order to achieve exceptional results."

Some ministers have the spiritual gifts and calling to be preacher/teachers. Some have the gifts and calling to serve in the area of music, some in religious education, some with youth, singles, seniors, administration, etc. **They are all part of the church pastoral ministry team. The pastor is the team leader.** Deacons serve the Lord and the church as an extension of the pastoral ministry team. (see Acts 6)

"Why a Team-Based Ministry?"

[1] Our Culture has changed.

Americans have always romanticized individualism. I suppose that comes from our roots in the wild, wild, west. But remember, the Cisco Kid had Poncho and even the Lone Ranger had Tonto. In our complex society today it is unrealistic to think any individual leader could keep up with the technological advances and information overload. Successful leaders today use leadership teams.

Life today has been significantly impacted by leadership teams. Presidents have a leadership team of advisors called the Cabinet. Military leaders have a leadership team of officer's called the Staff. Head Coaches have a leadership team of assistant coaches. CEOs of large corporations typically have a leadership team of officers that they rely on for their decision-making.





FROM TO

[2] Teams are a Biblical concept.

Genesis 2:18... "It is not good for man to be alone, I will make a helper suitable for him."



Exodus 18:17-19... "The work is too heavy for you; you cannot do it alone..."

Ecclesiastes 4:9-12... "Two are better than one..."

1 Corinthians 12:14, 18... "The body (church) is not made of one part, but many... God has arranged the parts in the body, every one of them, just as He wanted them to be."

Ephesians 4:11... "It was He (Christ) who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers..."

Jesus had a ministry team of twelve. (Mark 3:14)

Paul took a missionary team on his journeys. (Barnabus, Silas, Timothy, Luke, etc.).

[3] It is the counsel of many Christian leaders.

Charles Swindol: "You can go farther and faster with a team. There's nothing more beautiful than watching a team that's fully functioning. Members know their assignments. Trust builds. Optimism and motivation flow as people are built up and encouraged. Personally, I'll take a team over an individual any day."

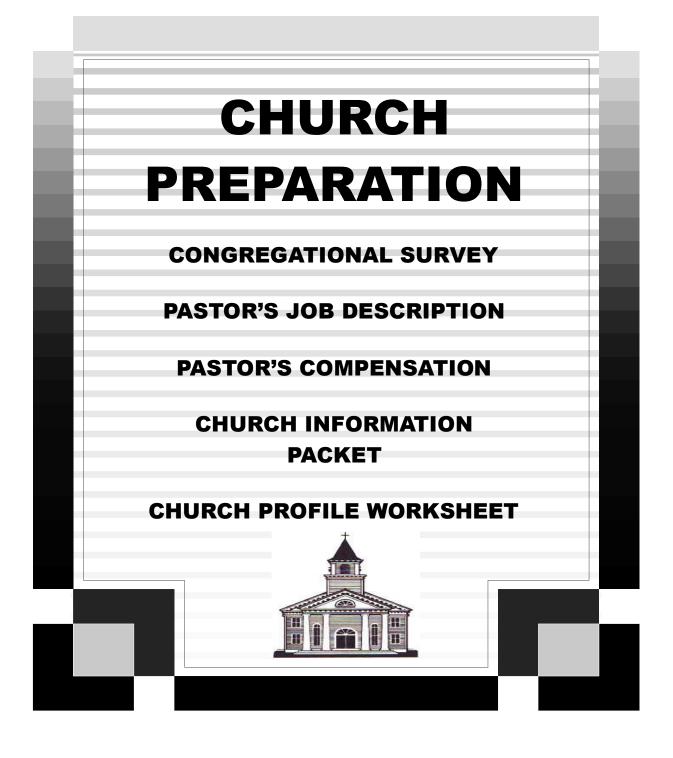
George Barna- "Leadership works best where it is provided by teams of gifted leaders serving together in pursuit of a clear compelling vision... a major advantage of being led by a team is that the results almost always transcend what any individual from that team could have produced alone."

John Maxwell- "Statistics show that groups consistently make better quality, more creative decisions than individuals alone... the question isn't whether teams have value. The question is whether we acknowledge that fact and become team players."

Pat MacMillan- "The primary difference between a team and any other type of group is 'synergism.' Synergism is a phenomenon in which the output is greater than the sum of the inputs and occurs at the highest levels of cooperation."

None of us is as good as all of us!

STEP ONE:



SAMPLE CONGREGATIONAL SURVEY

Survey the congregation for their input on the needs of the church and the type pastor they desire. This input will be of great help as you build a profile of the pastor your church desires. The following is a "sample" congregational survey. You are encouraged to use it as a guide in developing one for your church. Conduct the survey at church rather than mailing it out to members. (Suggestions: Sunday School Assembly or AM Worship Service).

1.	What are the greatest strengths of our church?
2.	What are some areas that need more emphasis in our church?
3.	What age person would you like our next pastor to be? () Age not a factor () Under 30 () 30 - 39 () 40 - 49 () 50 - 59 () 60 - 69
4.	What educational level do you think he should have completed? () Formal education not a factor () High School () College () Seminary () Doctorate
5.	How important is it that he has attended a Southern Baptist School? () Very () Somewhat () Little
6.	How much pastoral experience do you prefer he have? () 1 - 5 yrs. () 6 - 10 yrs. () 11 + yrs.
7.	How important is it that he has pastored Southern Baptist Churches? () Very () Somewhat () Little
8.	Is the size of his previous churches of any concern? () Very () Somewhat () Little
9.	The work of pastor involves four roles. In your opinion how much time should our new pastor spend in each role:
	% Proclaim% Minister% Lead% Administer (100 % TOTAL)
10.	List other qualities or characteristics you would especially like to see in our next pastor.



SAMPLE PASTOR'S JOB DESCRIPTION

The key to being a successful Search Committee is in matching the expectations of the church with the strengths of the pastor in these four categories.

Primary function.—To provide leadership that equips the church to carry out its five functions of: evangelism, discipleship, ministry, fellowship, and worship, as it fulfills the Great Commission.

RESPONSIBILITIES

Leading

The pastor will provide leadership to the pastoral ministry team as they equip the congregation to fulfill the Great Commission and to accomplish the mission and vision of this church. The pastor will lead and equip the body of deacons so they can effectively lead the ministry teams of the church. The pastor is the overall spiritual leader of the congregation.

Proclaiming

The pastor will preach and teach the Bible. He will plan and coordinate the congregational services. The pastor will lead the church in proclaiming the gospel to the church and the community.

Ministering

The pastor will use his spiritual gifts to edify and build this local body of believers. The pastor will provide appropriate pastoral care to members of the church and the community. He will equip the members of the pastoral ministry team and the deacon body to do the same.

Administering

The pastor will provide direction and oversight to the administrative ministries of the church and will give leadership to the administrative team of the congregation. The pastor will advise in the selection of members of the pastoral ministry team. The pastor will serve as the chairman of the church council. The pastor will serve as Moderator of the church.

EXPECTATIONS

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

Write a job description that reflects the Biblical qualifications of a pastor, the church's expectations (from survey), and the normal functions of a pastor. The pastor's role in ministry basically falls into four major categories: **Leading** (vision, spiritual development), **Proclaiming** (preaching, worship leader), **Ministering** (pastoral care, counseling), **Administering** (teams, councils, planning).



PASTOR'S COMPENSATION

The so-called "salary package" gives many church members a false impression of how much salary a pastor actually makes. Neither the "Benefits" nor the "Ministry Expense" monies are paid as part of salary. His benefits are paid by the church to the appropriate agency, and his ministry expenses are reimbursed by the church.

The Search Committee can make a positive contribution by helping to *educate* church members with the use of a *compensation* worksheet like the one below. Please do not use the phrase "salary package" in your business meetings. Remember other employers do not include benefits and business expenses as part of the employee's salary, churches should not either. Add the 3 sections separately not as a whole.

Most employers pay ½ of their employees' Social Security. Many church members do not know that in the minister's case he pays 100% of his Social Security because IRS considers him self-employed.

The church should approve the Pastor's compensation in business session. It is generally best to have this and the job description approved before contacting any candidates. Salary considerations: (1) socio-economics of the church (income),

- (2) education (College, MDiv, D Min), (3) experience (tenure and record),
- (4) ability record (track record), (5) area cost-of-living (rural, urban, suburban).

SAMPLE WORKSHEET...

A. SALARY:			
Base Salary	\$)	
Housing Allowance			Actual Minister's
TOTAL	\$		"take-home" salary
B. FAMILY PROTECTION BENEFITS:		J	
Retirement Annuity	\$)	
Health Insurance			Benefits
TOTAL	\$		and Expense
C. MINISTRY EXPENSES:			monies that are <i>not</i> part
Automobile Expenses	\$	}	of the
Conferences/Conventions			minister's "take-home"
Books, periodical, etc			pay check
Hospitality			
TOTAL	6	J	

SAMPLE CHURCH INFORMATION PACKET

Prepare a Church Information Packet that introduces candidates to your church and community. Just as you will be "looking at" candidates, they will also be looking you over. Neither party should hide anything from the other.

Some Suggestions for Your Packet:

- 1. A brief history of the church; how and when it was founded, major accomplishments, etc.
- 2. Any printed information about the church (visitor's leaflet, worship bulletin, newsletter, etc.).
- 3. Your community characteristics: the nature of the immediate community, population characteristics and trends. Chamber of Commerce promotion items.
- 4. Your church membership records (5-10 year profile of baptisms, program organizations, finances, mission gifts). This information can be obtained from your association (sample on next page).
- 5. Church program plans for the future; major emphases or long-range plans.
- 6. Information on your church facilities (present facilities, and future plans if there are any).
- 7. List of church staff and program leadership.
- 8. Website Address (if church has one).



CHURCH PROFILE WORKSHEET

This information can be obtained from your association office if church records are not available.

	2005	2006	2007	2008	2009
CHURCH YEAR		1		1	<u> </u>
Total Membership					
Resident Members					
Baptisms					
Other Additions					
Worship					
Sunday School Enrollment					
Sunday School Attendance					
Discipleship Training Enrollment					
Music Enrollment					
WMU Enrollment					
Brotherhood Enrollment					
Undesignated Receipts					
Cooperative Program					
Associational Missions					



STEP TWO:

CONTACTING PASTOR CANDIDATES

BEGINNING THE SCREENING PROCESS

PROSPECTIVE PASTORS LIST

SAMPLE INQUIRY LETTER

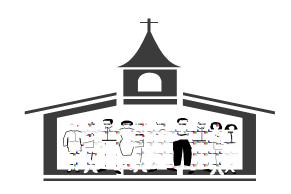
GETTING PERSONAL REFERENCES

CORE VALUES SURVEY



BEGINNING THE SCREENING PROCESS

Now you are ready to <u>SEEK RESUMES</u> on prospective pastors. Some possible sources: church members, Director of Missions, State Convention, Seminaries, local pastors. Set a deadline for receiving résumés and make the church aware of the date. Usually 30-60 days from this point is sufficient.



The committee secretary should log each name received with a record of the source of the

name. This will be helpful if follow-up is needed. It is suggested that you work through the source if you need a résumé from the candidate. (This helps prevent false expectations on the part of the candidate because he has been contacted by a search committee.)

After the deadline has expired you are ready to <u>BEGIN SCREENING</u> the résumés you have received. Again, it cannot be overemphasized that this is a spiritual journey for your committee, church, and next pastor. You should always remember this is a sacred task and prayer, Bible study, and committee discussion must be under the leadership of the Holy Spirit at all times.

Through the Church Member Survey you have received direction as to what type of pastor the congregation feels it needs at the present time. With this profile of a pastor in mind go through your résumés and separate them into three categories:

- (A) Most fits church expectations
- (B) Somewhat fits church expectations
- (C) Does not fit church expectations

The "A" group ("most fits church expectations") now becomes the focus of the committee's work. Log each of the "A" candidates into the "Prospective Pastor List" (see Page 16). You are now ready for your first contact with the prospective candidates on your "A" list. Do not discard the other resumés, especially the "B" category ones, in case you need them later.

A <u>LETTER OF INQUIRY</u> should be sent to all persons in the "A" group (see sample on page 17). The letter should seek to find out if they have any interest in pursuing the matter further. There are many possible reasons that they may not be interested at this time. Give a deadline for their response (very important).

Include with the letter:

- (1) The Church Information Packet (page 12)
- (2) A summary of the Church Member Survey (page 9)
- (3) Church Biographical Profile (Page 13)

PROSPECTIVE PASTORS LIST



NAME	CITY/STATE	A	a-b-c	1-2-3
		<u> </u>		
		-		

SAMPLE INQUIRY LETTER

Dear
Our church is searching for a new Senior Pastor. We are currently in the process of gathering resumes and your resume was given to us for consideration. We are now sending out inquiry letters on all our resumes to determine the current status of each.
Would you give this matter prayerful consideration and let us know if you would be willing to allow us to pursue this matter further with you. It would be of great help to us if you would respond with your answer by(date).
Enclosed, in an effort to assist you in knowing something about our church and its ministry, is a summary of a church survey of our congregation and a packet of general information about our church and community.
Thank you for your consideration of this matter.
Sincerely,
Chairman, Pastor Search Committee



GETTING PERSONAL REFERENCES

After the deadline for responses from prospective pastors has passed and the committee feels they are satisfied with the number of responses, you are ready for the next step (sometimes you may want to follow up the inquiry letter with another reminder).

Some of the candidates may have eliminated themselves from consideration with their response to the inquiry letter. Place a "NI" for not interested in the "A" column of your Prospective Pastor List.

The next step in the process is	s <u>GETTING PERSONAL REFERENCES</u> on the
candidates in the "A" column. Most résum	nés will have references listed on them. These are a
good starting point. It is strongly suggest	sted that you also contact key persons who worked
with or knew the candidate from previou	ous churches. (Ask: Do you know someone else I
could talk to about Pastor	_?) Some other suggestions: former staff members,
former Chairman of Deacons, former Dire	ector of Missions, State Convention personnel.

SAMPLE REFERENCE FORM

Pastor's Name

The above named pastor is under consideration by our Pastor Search Committee. It would be extremely helpful to have your input in rating him to the best of your judgment in the categories listed below. Be assured that this information will be kept confidential.

	Very				
	Good	Good	Fair	Poor	?
Pastoral Care					
Biblical Preaching					
Relating to People					
Leadership Ability					
Evangelism					
Personal Character					
Administration					
Teaching Skills					
Church Growth					
Counseling					

Additional Comments		
Others that we should contact for a reference		
Sianed	 Date	

Core Values Survey

During the period you are waiting for the written references to come back, you will have time to conduct a second survey of the congregation. Core values are probably the most important element in understanding why the church does what it does and why it consistently does it that way. Your core values drive your behavior, whether we are talking about your family, your job, or your church.

Every church has a set of core values that guide how they operate. Most churches have never formally identified their core values, even though they affect all decisions, priorities, goals, how problems are solved, and everything else your church must consider.

When a church calls a new pastor, his personal core values "will" influence the direction he leads the church. Pastor Search Committees have an opportunity to do a great service for their church and their potential candidates for pastor, as they try to match the core values of their church with that of the chosen candidate for pastor.

This *sample* survey can be reworded to fit your particular church's needs. When you get to the point in the process of interviewing your "top 3" potential candidates, this resource will be of tremendous value. Mail your candidates a blank copy of the same core values survey the congregation took and ask them to complete it.

This will accomplish several things.

4. Bible-centered preaching:

- (1) It will help you to more fully understand the values (and behavior) of the candidates.
- (2) It will help you compare the core values of the candidates with that of your church to give you another piece of your selection process.
- (3) It will help your final candidate better understand your congregation "before" he makes his decision.

A pastor's life that is consistent with the core values & the vision of the church.

Leaders who work together to coordinate a church program based on church priorities.

Sermons that are Biblical, helpful, & applicable to everyday life.

_ 5. Teamwork among the leaders of the various church ministries:

6. Creativity and innovation in worship and ministry: An openness to try new methods in an attempt to reach the unchurched of the area.
7. Fellowship/community: An atmosphere of friendliness among members & non-members & planned social activities
8. Promotion, Support and Involvement in world and local missions: Giving, praying, and personal involvement in ministry/missions is emphasized.
9. Creating an environment that shows that people matter to God: A people-centered church that joyfully responds to meeting the needs of others.
10. An attractive facility: The appearance of the church buildings & its grounds is very important to the members.
11. Financial responsibility among our members (stewardship emphasis): Tithing is taught, & members generously support the ministries of the church.
12. Welcoming visitors: A friendly attitude to outsiders & trained greeters/ushers with strong relational skills.
13. Promoting cultural relevance through understanding our community and promoting flexibility in methodology and ministry style: Strong, consistent, efforts to determine who lives in the community & how to reach them.
14. Sustained excellence/quality in ministry and worship: Celebrative, well-planned, worship that is open to the moving of God's Spirit.
15. Evangelism: Evangelism is a priority & members are trained and regularly share the gospel.
16. Building strong families: Emphases & planned activities are designed and conducted to strengthen families.
17. A grace-orientation to life: Forgiving & supportive attitudes are the norm & everyone is treated with respect.
18. Celebrative praise and worship that is culturally relevant: Services that are exciting, inspiring & appealing to both members and the unchurched.
19. Developing committed Christians through discipleship: A strong commitment to living a Christian lifestyle & growing spiritually.
20. Counseling Program: There is a place to turn when members and others have crisis or serious problems.
21. Promoting and developing Christian education for all ages: The Bible is the curriculum for all Sunday School and other Bible studies.
22. Small Groups Ministry: Ministry support groups, & other personal growth groups are regularly provided.
23. Observance of the ordinances: Baptism and the Lord's Supper are part of worship on a regular basis
24. Commitment to personal holiness and spiritual development: Character, integrity and a good Christian reputation are viewed as mandatory.
25. The church is unified: A sense of being on mission together & in the center of God's will

COMPLETING THE SCREENING PROCESS

After the committee has completed the reference gathering you are ready for a <u>SECOND SCREENING</u> of the candidates. The committee should thoroughly discuss the reference information gathered on each candidate. After praying for God's leadership, the committee should go through the résumés and divide them into three categories. Refer to your Prospective Pastor's List page 16 and the fourth column "a-b-c". Mark by each candidate's name either:

- (A) Most fits church expectations
- (B) Somewhat fits church expectations
- (C) Does not fit church expectations.

The "a" group (most fits church expectations) now becomes the focus of the committee's work. You are now ready to make a <u>SECOND REFERENCE CHECK</u> on the "a" group of candidates. This is a very important point in the process. The correspondence method was OK for your first references, but it is too impersonal at this crucial stage of your work. Telephone calls should be made to key references for each candidate. Sometimes people are more "open" over the telephone than in a letter.

It is best to make a contact with someone from several of the candidate's previous churches. These can be some of the same already contacted or new references (Church Secretaries can be helpful in suggesting persons to contact in their churches). Since the committee will be making several calls, a form similar to the sample on page 22 would be helpful in providing common information on each candidate that can be discussed by the committee after the work is complete.

Once all references have been completed, your committee will come to the most critical time in the process. Now you must seek God's leadership as you... **DETERMINE YOUR 1-2-3 CHOICE OF CANDIDATES.** These may be listed in priority order in the last column of your Prospective Pastor List (page 16). This may be a very difficult thing to do or the order may be very obvious to everyone. The committee should be unanimous in their first choice of a candidate if at all possible.

SEND TO EACH CANDIDATE: (1) a blank copy of the Core Values Survey that the congregation completed to each of your candidates and ask them to complete it and return it. (2) Also request a written doctrinal statement summary and (3) either an audio or video tape of a sermon (s) by each of the candidates.



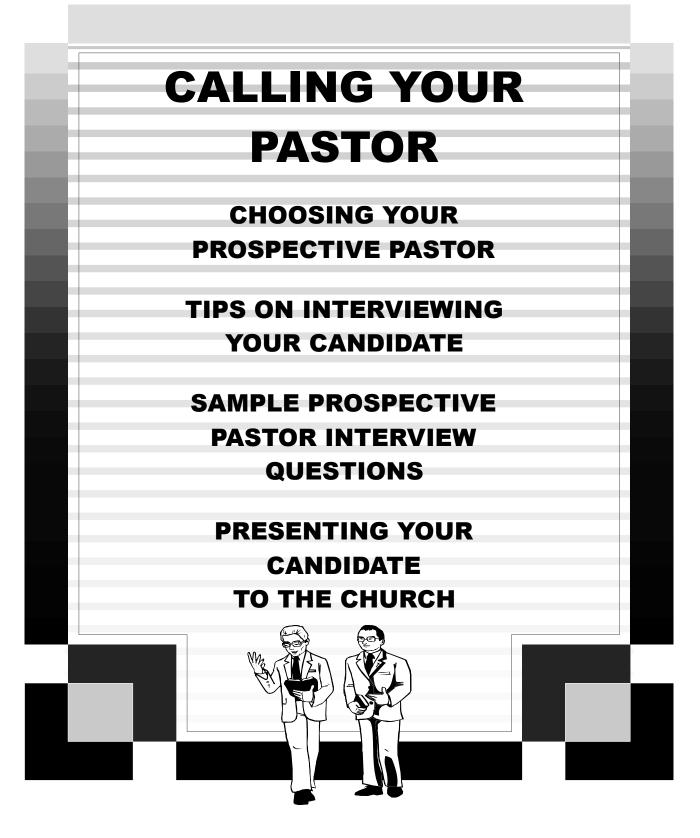
SAMPLE TELEPHONE REFERENCE FORM

Pas	Pastor's Name Reference's Name					
Ref						
Chu	urch(es) where they knew candidate					
"Не	llo, my name is, I am a member of the Pastor Search					
	mmittee of Baptist Church in					
	. I am calling to ask your assistance in providing information					
on	one of the candidates our committee is presently considering. His name is" (If they are willing to assist, ask the questions below.)					
1.	How long have you known Rev?					
2.	What is your relationship to him?					
3.	In what order would you rank his strengths in ministry?					
	LeadingProclaiming Ministering Administering					
4.	What would you say is his preaching style?					
5.	How well does he relate to different age groups?					
6.	What do you know about his ability to grow a church?					
7.	What is his leadership style?					
8.	How well does he use the committee process in the church?					
9.	Are you aware of any of his doctrinal beliefs that would not be in agreement with the Baptist Faith and Message?					
10.	What do you know about his skills in personal evangelism?					
11.	Does he have a commitment to giving to SBC missions?					
12.	Can he manage his personal finances?					
13.	Is his wife comfortable with her role as Pastor's wife and is she an asset to his ministry?					
14.	Does he have any personal habits that would be a bad reflection on the ministry?					
15.	Is there anything about him that we have not discussed, that you think our committee					



should be aware of?

STEP THREE:



CHOOSING & INTERVIEWING YOUR PROSPECTIVE PASTOR

The Pastor Search Committee Chairman should call the prospective pastor to arrange for the committee to <u>VISIT HIS WORSHIP SERVICE</u> and meet with him for the interview. Appointments are important to insure the pastor's availability. It is usually helpful to attend a service in the pastor's church to get a feel for his worship leadership and the atmosphere of his church.

The **INTERVIEW** should be given adequate time allowance so that both parties can get over the awkwardness of the first meeting (generally an hour and a half to two hours is adequate). Sufficient time should be given to getting acquainted and "small talk" before more serious discussion takes place.

A good beginning place for the more serious discussion could be the Church Member Survey and Church Information Packet that was sent to him. This will help him feel less "on the hot seat" as the discussion begins focus on your church rather than on him. Next, compare and discuss the Core Values Survey taken by the congregation and the candidate. Share with him information about your church and community and answer any questions he may have.

Next interview the pastor. When you interview the pastor you want to accomplish two things:

To collect reliable and viable <u>data</u>

(The more recent the past behavior, the greater its predictive power. The more longstanding the behavior, the greater its predictive power.)

To establish a relationship

The interview can help establish the foundation for a relationship that may continue beyond the interview.

It is usually best to know ahead of time the type questions you will ask. There are basically two kinds of questions that can be asked to gain the best information about a pastor's performance. These two types of questions are: **OPEN ENDED QUESTIONS and FOLLOW-UP QUESTIONING.** The following are some basic principles in understanding Open Ended Inquiry. The questions are:

- ♦ Open Ended The kinds of questions that the interviewer pose are designed in a way that they help to gather as much information as possible from the interview about the particular behavior category. This differs from the closed ended questions that result in a yes or no answer.
- ♦ **Behaviorally Focused**: "Behavior is interested in what you have done not what you feel". <u>Past Behavior is the Best Predictor of Future Behavior.</u>
- ♦ Not Hypothetical Do not create a future oriented scenario.

- Not Rapid Fire Ask one question at a time. Give the candidate time to answer the question before you ask him another one.
- Be patient Do not act impatient with the candidate as he thinks of his response. If you are impatience then chances are he will close up and not give you answers that will get you behavior.
- ◆ Not Intimidating By virtue of it being an interview it will be somewhat intimidating, but be conscious of your non- verbals and how you posture/position yourself.

Sometimes it is not enough just to ask open ended questions. The answer to an open ended question will give you some information but it will not be enough usually to make an accurate judgment of a pastor. What is needed are further follow-up questions.

A Follow Up probe is like a funnel

The Follow Up Probe

Tell Me About . . . Give Me An Example. When? Why? How? Did You?

- ◆ Listen for behavior. You need to re-train your hear to listen for what the candidate did not what they feel or their philosophy of ministry.
- ◆ Recast the probe –This may be as simple as rewording the question or telling the candidate what kind of response you are looking for – "tell me what you did"
- ◆ Piggyback off the preceding behavior description. For example the candidate may say –"I planned the church outreach program. You pick up on the behavior description and you would ask something like this: Describe for me how you went about planning the outreach program..
- Focus on past, rather than future, behavior One of the most common errors is to ask the candidate "what would they do?" To get behavior you need to ask "what have they done?"
- ◆ Focus on the actor, not the stage many interviewers tend to ask about the situation such as "describe the conflict in your church" or describe your churches outreach ministry" Situational question may yield some good information but it does not guarantee behavior.
- ◆ First Person Singular Do not allow them to use plural descriptions. You are interested in their behavior.

An <u>"INTERVIEW QUESTIONNAIRE"</u> like the sample on page 28 could serve as a guide to get you started in developing questions you would like answered in the interview. There are at least two values to this approach 1) you are less likely to forget important questions, 2) answers will be discussed in the next committee meeting. Committee members should fill-in a questionnaire after the interview as to what they heard from the candidate. No commitment is made to the candidate at this time.

As you conduct the interview, there are some important principles that good interviewers follow:

Seven Habits of Highly Effective Interviews

- <u>Control</u> You as the interviewer is the one who should be setting the pace and maintaining the control of the interview. Often people tell long stories to get to the point. You may have to ask them politely to get to the point.
- Completeness- You need to stay focused on the objective of the interview.
- <u>Flexibility</u> Do not become rigid in your interviewing techniques Even though you
 may need use already crafted open ended questions you will still have to craft
 your own follow up probes.
- <u>Low threat</u> Watch your non-verbals and try to reduce anxiety and stress in the candidate.

There are several things you can do to reduce the threat:

Praver

Engage in small talk

Respond in a non-judgmental manner

Verbally support and encourage the interviewee

Positive Reinforcement

Minimal encouragers (oh, So, Then, And, Give me an example, um-hum) Longer, more specific statements like: "that's the kind of information that helps me get a better picture of you."

Non-judgmental reactions

Gain a balanced picture

Create a safe climate

Negative information must be accepted without approval or judgment

Attending Behavior – non verbals behavior is huge

Suggestions:

- relax physically
- Use varied posture
- Use facial animation
- Maintain eye contact

Calculated Pauses

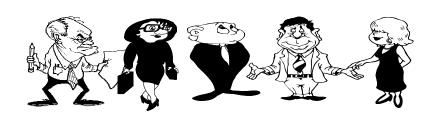
Inexperienced interviewers tend to be uncomfortable with pauses because interviewing is "suppose to involve talking", so when there is an absence of talking the tendency is to feel as though you are not doing your job. The pauses give the pastor the opportunity to reflect upon events that they may never have reflected on before.

Avoid like the plague

- Over talk you are there to listen not talk. Keep your talking to less than 15% of the time.
- Ineffective Questioning Keep questions behaviorally focused, open ended, and focused on past behavior
- Impatience with pauses and silence Be still and patient
- Jumping to premature conclusions Make sure all the information is in before you make the prediction. First impressions are often wrong impressions.
- Never ask "is that your final answer?"

A <u>FOLLOW-UP COMMITTEE MEETING</u> will be scheduled for the purpose of making a decision on the candidate. Each member of the committee should share their feelings about the prospective pastor and explain their response comments. A prayerful decision must then be made as to whether the committee feels led to present the candidate to the church or to consider the second man on the list. (Remember only work with one candidate at a time.)

When the decision is made to call a pastor, the committee chairman should mail the pastoral candidate a copy of the release form on page 29 and explain that it is a normal procedure that is necessary to protect the church.





- 1. Share with us about your conversion experience and your call to ministry.
- 2. What do you and your family enjoy doing together?
- 3. Describe to us your typical work week schedule.
- 4. Share with us about your "quiet time" with the Lord.
- 5. Describe your involvement in local community events outside the church?
- 6. How would you describe your leadership style?
- 7. How would you describe your preaching style?
- 8. In most cases, are you more "hands-on" or would you rather delegate?
- 9. Do you utilize a leadership council in administering the work of the church?
- 10. Share with us how you see the role of the Deacon in the church.
- 11. Tell us about a recent prayer request God has answered.
- 12. What do you see as your spiritual gifts for ministry?
- 13. What has given you the greatest sense of accomplishment in ministry?
- 14. What has been your greatest disappointment or failure in ministry?
- 15. Share with us about the last time you shared Christ with someone.
- 16. What is your opinion on supporting SBC missions?
- 17. What, in your opinion, is the most enjoyable part of ministry?
- 18. What, in your opinion, is the most difficult part of ministry?
- 19. Is your wife comfortable in her role as a pastor's wife?
- 20. What questions do you have for our committee?

(This questionnaire does not address doctrine per se, it assumes you have already received a brief doctrinal statement from your candidate.)

AUTHORIZATION FOR RELEASE OF CREDIT AND LEGAL INFORMATION

I hereby authorize	Church to check my credit
and legal history with all appropriate sources. Such	
the years of to the prese	ent.
Minister's Name	
Spouse's Name	
Minister's Driver's License Number	
Minister's Social Security Number	
Minister's Signature	
Chauga'a Cignatura	
Spouse's Signature	



Date

PRESENTING YOUR CANDIDATE TO THE CHURCH

If the decision is made to present the candidate to the church, careful preparation must be made to insure everyone has an opportunity to meet the candidate and select groups have some personal time to meet with him. Allow sufficient time for key leader groups to meet individually with the candidate, the church membership to meet him in an informal setting, and time for your committee to meet with him about the final details of the call.

Members of the Pastor Search Committee should <u>host these meetings</u>. Suggested groups to meet with the pastor are the Deacons, Leadership Team (Council), and Church Staff. A church-wide fellowship with some time for informal questions with the congregation would also be helpful.

The Pastor Search Committee should plan <u>a meeting with the prospective</u> <u>pastor</u> to discuss the specific details of the call. These items should be spelled out in writing:

- Pastor's Compensation
- Pastor's Job Description
- Church Personnel Policies (vacation, sick leave, time away)
- Moving arrangements
- Church By-Laws

It is suggested that the prospective pastor <u>preach both services</u> and that the vote be taken after the evening service. It is also recommended that the minimum affirmative vote for extending a call be determined before the time the candidate will be presented. This is usually in the two-thirds or higher range. Most churches vote by secret ballot. (Check your church by-laws to see if these procedures are already determined.)

If <u>the vote</u> is to be taken Sunday evening, excuse the prospective pastor and his family. Communicate the percentage of the vote to the candidate if the vote is affirmative. If the vote is not high enough for a call, this should be explained to the candidate in private. If the vote is affirmative, the prospective pastor should be allowed to make a statement to the church. (Sometimes a week is allowed for the pastor to make his final decision.)

If the pastor accepts the call, the Pastor Search Committee should <u>assist with</u> <u>the transition</u> of the pastor and his family into the church. You are encouraged to individually and as a group befriend, support, and aid them in adjusting to their new pastorate. Many churches build on the exciting momentum of calling a new pastor by making his first Sunday a High Attendance Day with a church-wide fellowship to greet him and his family. Community leaders can be invited. Sometimes the Director of Missions is called upon to welcome the new pastor to his church.

PASTOR SEARCH COMMITTEE Flowchart

STI	EP ONE: Church Preparation	DATE COMPLETED
1.	Congregational Survey completed	
2.	Job Description and	
	Compensation voted on by church.	
3.	Church Profile & Information Packet prepared.	
STEP TWO: Contacting Pastor Candidates		
4.	Deadline set for receiving resumes.	
5.	Request made to agency\cies, etc.	
	for resumes of candidates.	
6.	Resumes divided into a-b-c categories.	
7.	Letters of Inquiry, Packet, and Congregational	
	Survey Summary sent to "A" group.	
8.	Written references made on responding candidates.	
9.	Core Values Survey completed by congregation.	
10.	<u> 5</u>	
11.	Telephone references made on "A" candidates.	
12.	Decision made on 1-2-3 choices.	
13.	Send Core Value Survey, and request doctrinal	
	statements & sermon tapes.	
14.	Interview questionnaire developed.	
STEP THREE: Choosing Your Prospective Pastor		
15.	Prospective pastor heard and interviewed.	
16.	Committee's follow-up and decision meeting.	
17.	Send legal Release Forms for signatures.	
18.	Background checks made.	
19.	Prospective pastor's visit to church.	
20.	Committee's meeting with candidate to discuss detail	S
21.	Prospective pastor's trial sermon.	
22.	Church votes on calling pastor.	
23.	Pastor's first Sunday.	

Try to Keep Your Sense of Humor Even When Searching For A Pastor

(You can't do any worse than this committee.)



NOAH: Former pastorate of 120 years but lacks evangelistic skills. Had no baptisms

and is prone to unrealistic building projects.

JOSEPH: A big thinker, but brags too much. He believes in dream-interpretation and

has a prison record.

MOSES: A meek man, but poor communicator. Sometimes loses his temper and

acts rashly. Heard he left an earlier church over a murder charge.

DAVID: The most promising leader of all until we discovered the affair he had with

his neighbor's wife.

SOLOMON: Great preacher but our parsonage would never hold all his wives.

JONAH: Refused God's call but said he was forced to obey by getting swallowed up

by a great fish which later spit him out. We hung up.

JOHN: Says he is a Baptist, but definitely doesn't dress like one. Likes to sleep

outdoors and has a weird diet. Might do well in youth work.

PETER: Lacks formal training, has a bad temper, even has been known to curse.

Aggressive, but a real loose cannon. May do better as a church planter.

PAUL: Powerful CEO type leader. However, he is short on tact, unforgiving with

younger ministers, and has been known to preach all night.

JESUS: Was a popular preacher, but once his church grew to 5,000 managed to

offend them all, and it dwindled down to 12. Seldom stays in one place very

long, and of course he's single.

JUDAS: His references are solid. A steady plodder. Conservative. Good

connections. Knows how to handle money. We're inviting him to preach this

Sunday. Possibilities here!