



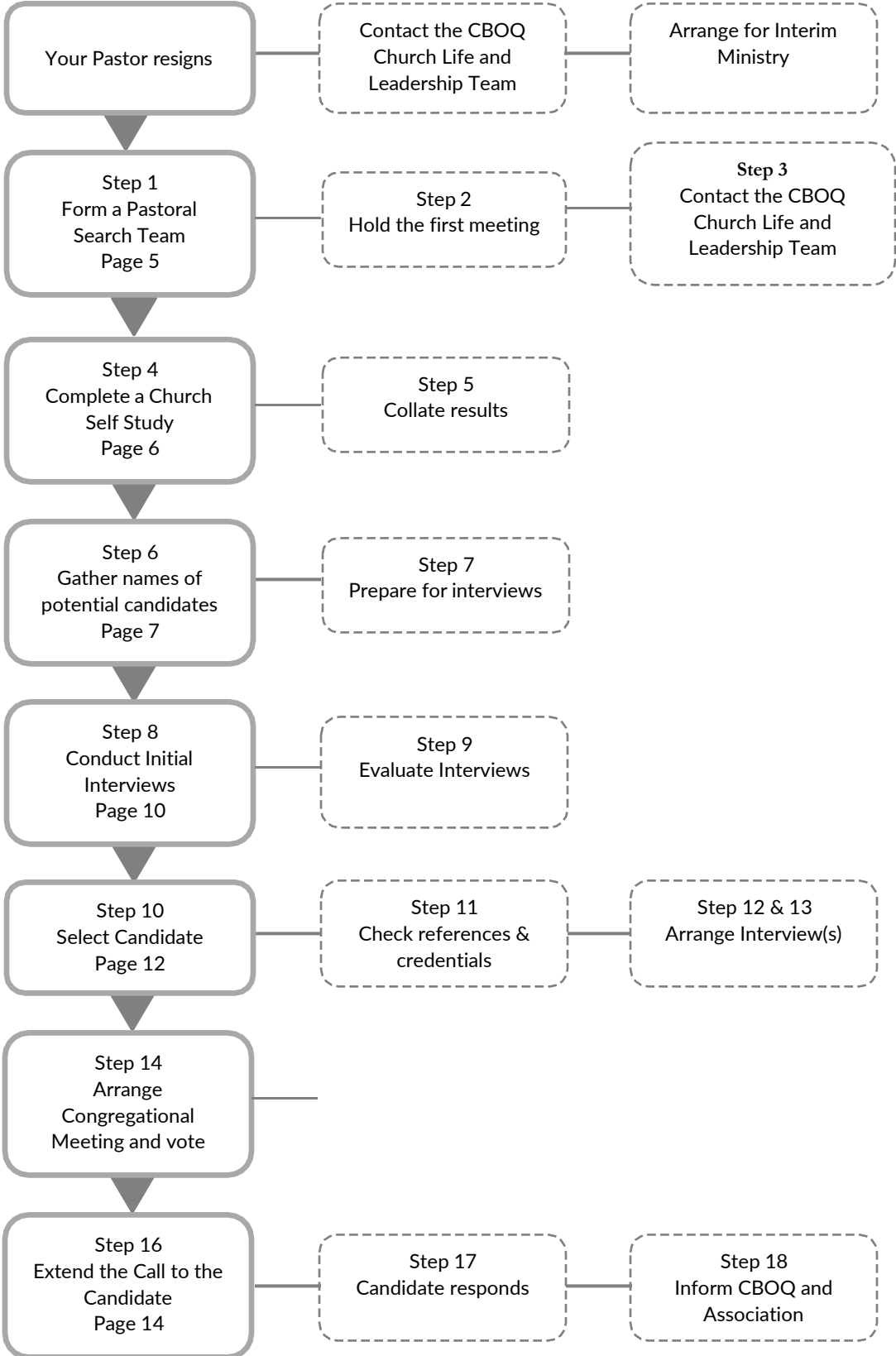
CANADIAN BAPTISTS
of Ontario and Quebec

Procedure Manual for Pastoral Search Teams

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Pastoral Search Team Flow Chart



INTRODUCTION

If you have been entrusted to lead your congregation in the search process, you are beginning an exciting journey of discovery. It is an opportunity to lead your church in examining its context, reconnecting with the mission of God, then, seeking to discern the pastoral leader that God is calling to your congregation for “such a time as this”. Being appointed to the Pastoral Search Team is both a great honour and responsibility.

A pastor’s calling is foremost a call from God. The Pastoral Search Process is not “job placement,” nor is it an “employment service”. It is important that all participants in the search do everything in their power to avoid manipulating the process. Prayerfully seeking the Holy Spirit’s guidance and upholding all participants before God throughout the search is important.

Another vital aspect of the Search Process is good communication. Throughout the process it is important for the Search Team to be open to ideas, insights, concerns and suggestions raised by members of the congregation. Regular progress updates will help your church members to know they can be praying throughout.

Good communication also considers the importance of confidentiality. Remember the pastor’s existing roll in ministry may be undermined and placed at risk by your search team members sharing information relative to their seeking a new ministry placement. It is absolutely imperative that strict confidentiality be maintained by each member of the Search Team. Therefore, one of the first activities of the Committee should be to carefully review and sign Form 1, the ‘Covenant for Pastoral Search Team Members’.

RESOURCES FOR THE TASK

The space of time between when a Pastor resigns from his/her church and a successor begins his/her new ministry is an important transition point for the congregation. It is a period when the local church relies on encouragement, advice and assistance from numerous sources including especially:

- a Regional Pastoral Search Team Coach
- such CBOQ staff as may be assigned to render special assistance
- the CBOQ Church Life and Leadership Team
- the local Association Ministry Committee

A phone contact with the CBOQ Church Life and Leadership Team early in the process will offer an orientation to the whole process, as well as suggestions for interim leadership if required. Search Teams are welcome to contact the Church Life and Leadership Team or a Regional Search Team Coach at various points in the process when they need advice.

One major source of assistance is this Procedure Manual which has been prepared to help Pastoral Search Teams carry out their task with a minimum of uncertainty and confusion. We urge you to follow this guide.

Your church should feel free to contact their Association which may have designated Search Team Coaches to assist with the search and transition process.

INTERIM MINISTER

The decision should be made as to who will be responsible for arranging for interim pastoral care or pulpit supply.

Option 1

The Deacons Board (or its equivalent) assumes responsibility for arranging for pastoral care and pulpit supply in the interim period of time.

This is the best choice in that it frees the Pastoral Search Team to concentrate on its responsibility to search for a pastor.

Option 2

The Pastoral Search Team assumes responsibility for arranging for pastoral care and pulpit supply in the interim period of time.

This choice may distract the Pastoral Search Team from what should be its primary task

See the booklet entitled "Interim Ministry Manual" available on the CBOQ website. A list of potential CBOQ Interim Ministers is available upon request from the CBOQ (kfoo@baptist.ca – 416-620-2958). You will need to negotiate with those on the list regarding their availability and ability to travel.

LOOKING UP: Commit to Prayer

Seeking your next Pastor is above all a process of discernment that seeks the guidance and direction of the Holy Spirit. Commit to prayer throughout the process.

- Thank God for the future already being prepared for you and for the opportunity to serve in this important task.
- Ask the Holy Spirit to guide you through this season of discernment
- Ask God to give you wisdom
- Pray for a leader in tune with the Holy Spirit's guidance, drawing him or her to lead and serve with you.
- Pray asking God to direct the formation of the Search team. Pray that the people chose will truly work as a team, to speak honestly and openly and to carefully listen to one another. Pray that the Search Team will be able to reach a consensus with congregational support.

STEP 1: FORM THE PASTORAL SEARCH Team

Upon the resignation of a pastor for whatever reasons, the Church should consult and comply with their Constitution as to how the Pastoral Search Team is to be formed. The chair of the Deacons Board (or other leader) should assume responsibility to:

1. Inform the CBOQ Ministerial Resources Committee Office of the Pastor's resignation.
2. Duplicate this Manual in preparation for distribution to the members of the newly formed Pastoral Search Team.

The Church should appoint a Pastoral Search Team whose members represent the Church constituency as much as possible. An ideal Pastoral Search Team is comprised of 5 to 7 persons, even for larger sized churches. The Pastoral Search Team should make every effort to be in close and constant contact with any groups who may not be sufficiently represented on the Pastoral Search Team.

In the event that specific constitutional instructions do not exist, the following procedures should be implemented.

Option #1

The Church Body in a duly called congregational business meeting empowers the Deacons Board or its equivalent to select a slate of members to serve on the Pastoral Search Team. These names are then presented to the Church Body for approval.

OR

Option #2

The Church Body in a properly called congregational business meeting can receive nominations from the floor and elect members to sit on a Pastoral Search Team.

STEP 2: HOLD THE FIRST MEETING OF THE PASTORAL SEARCH

- A. During the first Pastoral Search Team meeting, members should elect:
1. Search Team Chairperson – to chair meetings and provide leadership to the Pastoral Search Team
 -
 - NOTE: Qualities of a good chairperson:
 - able to lead the group to consensus
 - able to involve every member of the committee in sharing their ideas and opinions
 - able to fairly bring his/her own viewpoint into the discussions without controlling the decision making process
 -
 2. Vice-Chairperson - to assist the Chair as necessary
 -
 3. Recording Secretary - to maintain minutes of meetings and correspondence
 -
 4. Treasurer- if the Pastoral Search Team is to be given expense money, a Treasurer should also be appointed from the Pastoral Search Team to distribute and record expenses incurred in the operation of the Pastoral Search Team. This arrangement keeps the circle of confidentiality tight.
- B. It should be impressed upon every member of the Pastoral Search Team that this is a solemn task which has been entrusted to them by their church.
- C. It is imperative that every member of the Pastoral Search Team make a commitment to attend ALL meetings with few exceptions.
- D. In the first meeting the Pastoral Search Team should take time to carefully review the Covenant of Pastoral Search Teams. Be reminded of the importance of maintaining strict confidentiality throughout the process. (See Form 1)
- E. Begin meetings with a devotional time and provide time for focused prayer through every step of the process.
- F. Review with your Search Team the steps of this Procedures Manual.

STEP 3: CONTACT THE CBOQ Church Life and Leadership Team

The Church Life and Leadership Team will be available for telephone or e-mail consultation throughout the process. Church Life and Leadership Team will:

- Outline the steps of the process and answer any questions that the Pastoral Search Team may have about the procedure.
- Advise concerning interim arrangements if required.
- Suggest resources and exercises that will help the Pastoral Search Team to:
- Evaluate the present pastoral needs of the church and community
- Formulate steps for gaining a vision of the future ministry of the Church
- Envision the kind of pastoral leader which would best fit the church's present and future need

STEP 4: COMPLETE SELF STUDY EXERCISES

(Forms 1, 2, & 3)

It may require a series of meetings so the Pastoral Search Team can reflect on the leadership needs of the church. It is important for the Pastoral Search Team to actively seek feedback and input from the entire congregation.

This is an important step to help you identify:

- the needs
- the expectations of the future
- the ministry vision of the church
- ministry goals and objectives of the church
- the type of leader the church needs at this time.

The Pastoral Search Team will need to lead the church through the self study exercise. Have one member fill out Form 2, General Information. You can review for agreement with the Pastoral Search Team. Forms 2 & 3 should be filled out by each member of the Pastoral Search Team. In a very small church, all members/adherents might fill out Form 3; in most churches selected people who represent a cross section of the congregation should fill out this Form. All members/adherents of the congregation should be given the opportunity to fill out Form 6.

Looking Back:

Take the time to look back at your church's beginnings and significant themes that have been keys to its identity, mission and vision.

Looking In:

Looking back alone can endanger your future ministry. Be sure to take time for Looking In. "Fruitful churches take the time to assess their strengths and growth areas and determine the best activities ... that they can work on for the greatest health benefit." (Page 57, Transforming Churches)

Assess to understand what people believe ought to be happening (ideals) against what they believe is actually happening (assumptions). As you examine the differences between the ministry ideals and realities, you can begin to discover what these differences mean for your focus in the future.

Form 2 will help you to examine your congregation for through a detailed self-study for information about your congregation, its resources and ministries.

Gather data such as:

- General Information
- Pastoral History
- Christian Education Ministries
- Membership Trends
- Stewardship Patterns
- Facilities
- Community Demographics

An evaluation survey of your church and its ministries will help you understand the general life of your congregation and important trends to consider for your focus and leadership.

Looking Around:

Looking Around is vital to the ongoing health and relevance of your church's ministries. "Fruitful churches learn from missionaries. They look at the community around them and determine what the needs are and how they can make the Gospel make sense to the culture in which they find themselves." (Page 27, Transforming Communities)

Watch, listen and read to understand emerging culture and different ages and consider what that means to your church's missional approach.

Use Form 4: Windshield Survey and Form 5: Walkabout Survey to guide you in this process.

Lead your church through Form 6: The Leadership Expectation Profile. Narrow down the personal attributes and leadership characteristics that you are seeking in your next pastor. Consider the type of leader who can best join you in your mission and ministry.

STEP 5: COLLATE RESULTS OF THE SELF STUDY EXERCISES

- A. When the self study exercises are completed the Pastoral Search Team should work together to formulate:
 - a Church and Community Profile
 - a Vision Statement (or confirm survey results match the current Vision Statement)
 - a Pastoral Leadership Profile
- B. This material can become the basis for the formulation of a general "Job Description" of the pastoral position.
- C. The Pastoral Search Team should share the Church/Community Profile, the Vision Statement and the Pastoral Leadership Profile with the congregation, for feedback and affirmation.
- D. E-mail or send the Profile Summary to the CBOQ so that it can be included in the listing of ministries that is made available to pastors seeking placement.

STEP 6: GATHER NAMES OF POTENTIAL PASTORAL CANDIDATES

Determine various sources to gather names of potential candidates. As you consider any candidate, examine his or her existing qualifications and suitability for accreditation within CBOQ.

CBOQ staff maintain a list of pastors who have indicated they are open to consider new ministry opportunities. Contact the CBOQ Church Life and Leadership Team for access to the confidential list of Candidates Seeking Placement.

Other areas to consider are:

- Seminaries: McMaster Divinity College, Acadia Divinity College, Carey School of Theology Regent, Tyndale University College and Seminary, Heritage College and Seminary
- Contact Area Ministers from Canadian Baptists of Western Canada and the Convention of Atlantic Baptist Churches
- Listen for word of mouth referrals
- Request that resumes be sent and further pursue only with those who do so.

NOTE: No person should be considered without sending an authorized resume. (Available from the CBOQ Web Site or from the CBOQ Ministerial Resources Office) No person should be considered who has not provided a list of references complete with contact information.

The Pastoral Search Team may request resumes from individuals they think might be suitable.

STEP 7: PREPARE FOR INTERVIEWS WITH PROSPECTIVE CANDIDATES

The call to ministry is different from other hiring practices since both the congregation and the candidate are seeking to discern God's leading. It is appropriate, therefore, for a Search Team to gather information on several prospective candidates, then conducting a preliminary information interview with some. The committee should decide between **OPTION # 1**, "Dealing with only one candidate" and **OPTION # 2**, "Dealing with several prospects before settling on one candidate".

Prayerfully determine the priority order of possible candidates then begin discussions with candidate(s) to further discern suitability until they withdraw from the discussion or the committee determines to focus on other more suitable candidate(s). The Committee then should proceed to engage in discussion with the next person(s) on their list.

As your Search Team proceeds, note the following important points:

1. **CONFIDENTIALITY IS VERY IMPORTANT! NAMES SHOULD NEVER BE MENTIONED OUTSIDE THE PASTORAL SEARCH TEAM.**
2. Voting Protocol: In most cases the only acceptable vote of the Pastoral Search Team for recommendation of a candidate to the congregation is a unanimous vote of the entire Team.
3. Women in Ministry: The CBOQ officially recognizes women as having equal standing when it comes to eligibility for pastoral ministry.
4. Options for dealing with candidates

OPTION #1: Dealing with only one candidate

- Prioritize the names given to you by various means
- From the prioritized list select the top name
- Contact the person to determine possible interest
- If they are interested, send them your church profile information
- Contact them a second time
- If they are interested arrange an exploratory interview
- On the basis of the outcome of that exploratory interview either
- Continue on to the next level of discussion with that person or
- Remove the person as an eligible candidate and proceed with the next candidate on the prioritized list

OPTION #2: Dealing with several prospects before settling on one candidate

- Prioritize the names given to you by various means
 - From the prioritized list select the top 3 or 4 candidates
 - Contact your top choices to determine their possible interest
 - Define/describe the difference between prospect information gathering and candidate consideration.
 - If they are interested, send them the profile information.
 - Contact each of the 3 or 4 people a second time and arrange an exploratory interview with each of them if they continue to be interested. Be sure to indicate that this is an information gathering stage and a primary candidate has not yet been chosen.
 - On the basis of the outcome of those exploratory interviews determine who most impresses the Pastoral Search Team as a whole.
 - Inform the candidate of your interest in continuing on to another level of discussion.
 - Always inform those you decide not to pursue of your decision.
 - Should the next interview fall through for any reason, the Pastoral Search Team must decide to either approach the next person on their prioritized list or seek a fresh list of candidates.
5. “Preaching for a Call”: The decision should be made by the Pastoral Search Team as to whether or not they will invite the final candidate to "preach for a call".
NOTE: Often Pastoral Search Teams ask candidates to provide them with a CD or DVD of their worship leadership and preaching in their current ministry setting. Many churches have sermons available online. This may suffice.
6. Expenses: The Pastoral Search Team should discuss the issue of expenses prior to the first interview. It is best, that there be a treasurer within the Pastoral Search Team to pay such expenses, again for reasons of confidentiality. It should be discussed with the candidate what travel expenses will be covered. Ideally, every candidate should be reimbursed for his/her travel expenses including meals or overnight accommodation, if required. CBOQ Salary Guidelines recommend 44¢ per km for mileage. Expenses incurred should be paid as promptly as possible.
7. Preparation for the Interviews
- The Pastoral Search Team should sketch out an interview schedule for meeting the candidate(s).
 - If the Church is a busy place, it is advisable to plan to meet at a member’s home for the sake of confidentiality.
 - Decide what questions will be asked in the interview (See Form 7)
 - Review suggested questions. Add others you think are important, particularly as they relate to the leadership profile you have developed.
 - As a committee plan for your interview meeting by deciding:
 - Who will lead the interview?
 - How will the questions be asked?
 - Will one person ask all the questions?
 - Will the questions be divided among the members of the Pastoral Search Team?

- Will you appoint a Pastoral Search Team member to ask a specified number of questions under each topic?
- Will you go around the circle having each Pastoral Search Team member ask one question in succession from each category?
- A follow-up letter or e-mail should be sent confirming the DATE, the TIME, and the PLACE of meeting. Provide a map and directions on how to get to the meeting place.
- If possible, also send the following:
 - The Church's most recent Annual Report
 - Church Covenant, Doctrinal Beliefs or Statement of Faith
 - The Church Mission and Vision Statements
 - A recent Financial Report
 - The Church Profile

STEP 8: CONDUCT THE INTERVIEW

Remember: The candidate may, naturally, be nervous. The Pastoral Search Team is, naturally, in anticipation. The interview can be a stressful time for everyone. Think in advance as to how you can make the candidate comfortable.

The following suggested agenda can be removed for you to use as a guide.

INTERVIEW AGENDA

1. Open the interview with a brief devotional and prayer. **DO NOT** put the candidate on the spot by asking him or her to do this.
2. Let everyone introduce themselves and share a little about who they are, what they do, how they fit into the life of the church.
3. Have the candidate introduce himself/herself and briefly share whatever personal information that he/she thinks is of interest.
4. Follow the committee's interview plan asking the candidate previously drawn up questions. See Form 7 offers for guidance on the questions that might be asked.
5. Use your plan as a spring board for other questions which may be uncovered in the course of the conversation.
6. Allow time for the candidate's questions about the church and its ministries.
7. Before the candidate leaves, the chair of the Pastoral Search Team should clearly communicate the following:
 - a. That this was only a preliminary "get to know you" interview and that neither party is under any obligation to the other.
 - b. The specific date when the person will hear from the Pastoral Search Team regarding the next step or the concluding of any further interaction together.
 - c. The arrangements regarding any reimbursement of expenses incurred by the person coming for the interview.
8. Conclude the interview meeting with a time of prayer.

NOTE: A good interview might take 1½ to 2 hours. Try to not go too much longer. It is best to only interview one candidate per day or evening. Make sure that someone takes notes so that they can be reviewed when all the interviews are completed.

STEP 9: CONDUCT A FOLLOW-UP DISCUSSION AND EVALUATION MEETING(S)

Once the initial interviews are completed, meet together to discuss your observations, feelings, concerns and excitement about the candidate(s) which were interviewed.

NOTE: Give yourselves lots of time for this meeting.

Patently begin to work through the interviews and begin assessing the strengths and weaknesses of each person against the information your committee has gathered. Most likely a preferred candidate will begin to emerge.

The Holy Spirit may bring you to a very quick consensus about one person in particular. But be sure to carefully and prayerfully go over all the interviews in order to test the Spirit regarding your consensus.

Sometimes there is no immediate consensus. Everyone likes a different candidate. This is okay. It is natural and common for this to happen. Although it can be frustrating and disappointing at first, this too, is part of the process through which the Holy Spirit will work.

Give everyone a full opportunity to express themselves honestly and openly.

Take seriously the reservations of even one person on the Pastoral Search Team. No one should be forced in any way to compromise what they are thinking or feeling.

If the Pastoral Search Team is split more or less evenly, it is likely that more work needs to be done. Even a candidate with a slight majority of support should not be pursued yet.

It is crucial that the Pastoral Search Team work towards a solid, unanimous agreement. Everyone should take ownership and full responsibility for the decision.

If there is no consensus the Pastoral Search Team will need to go back to consider further candidates.

If the Pastoral Search Team seems unable to make progress, the Chair might consult with the Church Life and Leadership Team , or the Association may have a resource person available to come to meet with the Committee.

Be sure to take all the time you need to make the decision. It is important that you make the right decision, the one God directs you to make.

STEP 10: ENGAGE IN A CLOSER STUDY OF THE CANDIDATE

It may be that you will wish to visit the candidate in their present ministry setting.

NOTE: Be sure to phone the candidate to inform him/her of your intended visit.

NOTE: Once the Pastoral Search Team has chosen one candidate to consider, the Pastoral Search Team should not negotiate with another candidate until a final decision has been reached.

NOTE: This is also true for the candidate.

CBOQ recommends that references be thoroughly checked.

STEP 11: CHECK ACCREDITATION AND CREDENTIALS

Have a member of the Pastoral Search Team check with the Ministerial Resources Office concerning the person's accreditation and credentials.

STEP 12: CONTACT THE CANDIDATE BY PHONE TO ARRANGE FOR ANOTHER INTERVIEW

Should the candidate agree to a follow-up meeting, confirm this meeting with a letter.

If for some reason the person says no, the Pastoral Search Team may have a second choice to follow up on or they may need to receive and study the resumes of more Candidates.

STEP 13: HOLD ADDITIONAL MEETINGS WITH THE CANDIDATE AS MAY BE BENEFICIAL

The next interview or series of interviews begin to get down to the serious art of negotiation. The first of these serious interviews should be about ministry issues such as:

- expectations, visions, doctrine, practice of ministry, etc
- an honest and frank exchange of what each party would expect in the area of leadership

Once these ministry issues are covered, remuneration and employment commitments should be fully discussed. Once negotiations are settled and an agreement has been reached, the time for the "preaching for a call" should be discussed.

After some of the initial details are agreed upon and both sides are comfortable, the Pastoral Search Team might want to arrange a meeting or series of meetings between the candidate and a larger segment of the church leadership (i.e. Deacons, Elders, CE Board etc.) for discussions.

STEP 14: CALL FOR A CONGREGATIONAL MEETING

Once the Pastoral Search Team are agreed on the candidate to present to the church, the Pastoral Search Team should ask the appropriate board to arrange for a duly called Church business meeting to present their decision to the whole congregation.

NOTE: The Candidate should not be present at the time of the vote.

NOTE: The congregation should be reminded that strict confidentiality must continue to be kept until the vote.

STEP 15: THE PASTORAL SEARCH TEAM SHOULD FOLLOW-UP ON THE VOTE

Unless otherwise stipulated by the Church Constitution or the desire of the candidate, the vote should be at the very least, 80% in favour of a call.

Unless otherwise stated in the Church Constitution only those who are members of the congregation have the right/privilege to cast a ballot vote.

Unless otherwise stated in the Church Constitution proxy votes are not permitted unless specifically permitted by a majority vote of the members of the Church in advance of the meeting.

STEP 16: PASTORAL SEARCH TEAM SHOULD SEND A LETTER FORMALLY AND OFFICIALLY EXTENDING A CALL TO THE CANDIDATE

The candidate should be phoned immediately after the vote and informed of the results.

NOTE: The candidate is entitled to be informed of the percentage.

Time should be given to the candidate for final prayerful consideration before acceptance of the call.

NOTE: If the vote should be below the minimum required or the Candidate decides in the end not to accept the call, after the congregation is informed, it is best to consult with the Church Life and Leadership Team to reflect on what next steps should be taken.

The Pastoral Search Team should put into writing the specific invitation for the candidate to consider a call to be the pastor of the church. (See the guide on the CBOQ web-site.)

This letter should contain:

- the job description
- salary (and housing arrangements) & benefits
- moving costs
- sick leave policy
- vacation
- professional development
- travel allowance
- any other items discussed with the candidate

A copy of this letter should be sent to the CBOQ Benefits Office for the candidate's file.

STEP 17: THE CANDIDATE SHOULD NOTIFY THE PASTORAL SEARCH TEAM OF HIS /HER ACCEPTANCE OR REJECTION OF THE CALL

STEP 18: THE PASTORAL SEARCH TEAM SHOULD GIVE NOTICE OF THE CANDIDATE'S ACCEPTANCE

- to the congregation
- to CBOQ Church Life and Leadership

Forms

Following are the forms referred to throughout the manual.

- Form 1: Covenant for PSC Members
- Form 2: General Information on Congregational Life and Setting of the Church
- Form 3: Evaluation Survey
- Form 4: Windshield Survey
- Form 5: Walkabout Survey
- Form 6: Leadership Expectation Profile
- Form 7: Sample Interview Questions
- Form 8: Sample Reference Check

FORM 1: COVENANT FOR PASTORAL SEARCH TEAM MEMBERS

Whereas, members of the “Pastoral Search Team” (PST) of _____ Church have been elected by the membership to this position of highest trust and responsibility;

Whereas, members of the PST recognize the potential effect of their deliberations and recommendations to the church upon its future achievement in God’s Kingdom, the spiritual health of its fellowship, the teaching of its children, and the maturing of its membership in relationships characterized by grace and love;

Whereas, it is acknowledged and confessed that the discovery of God’s will in the calling of a pastor is often confused and complicated by human factors not easily understood;

Therefore, we solemnly enter the following covenant together before God:

A COVENANT OF PRAYER

That we will hold up one another in prayer and seek separately and together the clear leadership of God’s Spirit.

A COVENANT OF HONEST COMMUNICATION

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

A COVENANT OF CONFIDENTIALITY

We will treat confidentially committee discussions and evaluations, dealing responsibly with privileged information. We will not criticize activities of the PST members except face to face in committee sessions.

A COVENANT OF ACCOUNTABILITY

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

A COVENANT OF UNITY

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

Signatures

FORM 2 - GENERAL INFORMATION ON THE CONGREGATIONAL LIFE AND SETTING OF

Please have one member of the Pastoral Search Team complete the following form. Duplicate the completed form which will provide background information to be given to prospective candidates.

1. General Information

- a. i. Date Congregation was founded _____
- ii. Age of the Church building _____
- iii. Provide a short historical outline of the Church from its conception
- iv. What key activities mark your ministry, both past and present?
- v. Are there themes that emerge that could describe your community of faith? ...that are part of your DNA?
- b. What word(s) would you use to describe your Church theologically?

List the typical weekly ministry activity pattern of your Church

Sundays

Weekdays

Other

- c. Geographic location of the church (circle the appropriate category)
 Urban Large City Small City Suburban Town Rural
- d. Declining/Stable/Growing

2. Pastoral History

- a. How long did each of the last three (3) pastors serve (in years)?

	Person	Time	Strength
Most Recent			
2 nd Last			
3 rd Last			

3. Lay Involvement

- a. List all the ways in which lay leaders are involved in the ministry of the church

4. Christian Education Ministries

- a. Sunday School / Christian Education History

	Enrollment	Average Attendance	Average Adults
Currently			
Last Year			
Previous Year			

5. Ministry Programs (circle or list those operating)

Membership Classes Baptismal Classes Small Group Studies

Summer CAMPING DVBS Weekly Youth Activities

Children's Music Group Youth Music Group Adult Music Group

Weekly Children's Activities Seniors Ministry Other

6. Membership trends (Use CBOQ Yearbook Statistics or Information from Annual Reports)

Member		Present	Last Year	3 years ago
Additions	Baptism			
	Letter			
	Experience			
	Total			
Deletions	Death			
	Letter			
	Erasure			
	Inactive			
	Total			
Net Gain				
Net Loss				
On Active Roll				
On Inactive Roll				
Non resident				
Net Active				
Adherents				

a. Total of Church Members and Adherents by Age

Age	< 20	20-25	26-34	35-49	50-65	66-75	> 75
Currently							
Last Year							
3 years ago							

i) Do you know who the most recent members of your congregation are?

ii) Where did they come from? or How did they come?

iii) Where might additional members come from in the near future?

• iv.) Education within the congregation

Elementary school____% High School____%

College____% University____%

Which one of these groups is more characteristic of your Church than another?

a. Occupational Characteristics of the Church congregation.

•

• Business & Professional____% White Collar____% Skilled Labour____%

• Unskilled Labour____% Retired____% Students____%

Which one of these groups is more characteristic of your Church than another?

b. Residence Location of the Congregation (Adults + Children) Live within

<1 KM _____ 1-2.5 KM _____ 2.5-5 KM _____ 5-10 KM _____ >10KM _____

c. How is church membership emphasized in your congregation? (Check One)

HEAVILY _____ LITTLE _____ NOT EMPHASIZED _____

d. What particular trends do you observe taking place in your church's membership?

7. Stewardship

a. Debt/Reserve Situation

b. State of Indebtedness at present time

None _____ Yes _____ Amount _____ How Long _____

c. Stewardship habits of the Church

No. of Members _____ No. of Envelope Users _____ Avg. Weekly Givings _____

d. Does your Church receive financial assistance in providing pastoral support?

No _____ Yes _____ Amount _____

e. Budget

Unified _____ Standard _____

Usually Miss _____ Usually Meet _____ Usually Surpass _____

f. List actual expenditures for the last 3 years

	Current	Capital	Missions	Over/Under Budget
Current Year				
Last Year				
Previous Year				

g. Budget Approach

- We try to keep as much to the same total as we can every year.
- We raise the budget only as inflation demands
- We determine what God wants us to do and try to set a budget to accomplish that goal

8. Facilities

- a. Is the building adequate/inadequate to meet your present ministry needs?
- b. Do you have plans to do any of the following
Renovate _____ Add On _____ Move and Build Larger _____
- c. Describe the general condition of your facilities

	Excellent	Okay	Poor
Sanctuary			
CE Space			
Washrooms			
Nursery			
Exterior			
Office Space			
Parking Lot			

- d. Value of the present facilities: _____
- e. Insured for how much? _____
- f. Parsonage: _____
 - i. Do you have a parsonage? Yes _____ No _____ Market Value _____
 - ii. Condition of Parsonage Excellent _____ Okay _____ Poor _____

9. Community Demographic Information

- a. What other churches serve your immediate community/ neighbourhood?

Church	Denomination	Approximate Size

- b. Are there any significant ethnic or cultural groups in your immediate community?
- c. What kind of community are you?

% of buildings in immediate Church neighbourhood

Single Family _____ Duplex/ Row _____ Apartment _____

High Rise _____

% of your church people in these dwellings

Single Family _____ Duplex/ Row _____ Apartment _____

High Rise _____

d. Distance from Church of any new developments in planning stage or under construction?

e. Average monthly rent for a 3 bedroom apartment or house _____

f. Public School enrolment:

Increasing _____ Decreasing _____ % Rate _____

High School enrolment:

Increasing _____ Decreasing _____ % Rate _____

g. Kind of Family unit increasing in the community and church

	Community	Church
Young families with small children		
Childless couples of any age		
Older families with High Schoolers		
Single Parent families		
Single young Adults (students)		
Single or widowed elderly		
Ethnic families (race, culture)		

FORM 3 – EVALUATION SURVEY OF THE CHURCH & MINISTRY

Instructions: Duplicate and distribute to church members and adherents OR to a few selected people who represent a cross section of the congregation. Compile into one survey form

Church: Thank you for completing this survey form on our church and its ministry. The main objective of this survey is to provide an evaluation of the quality and quantity of ministries, needs and opportunities in our present congregation and in our community. The results of this survey will help the Search Team have a clearer understanding of the present situation and needs of our church. It will be an important tool in helping them discern the kind of pastor to seek to lead us forward in the service of Jesus. Please be as honest and candid as you can.

1. General Life of the Congregation

- a. How would you describe the "general personality" of or "climate within" our congregation?
Check the one item that you feel best describes our church:
 - Open and Friendly
 - Alive and Active
 - Cool and Distant
 - Self-Centered
 - Community Minded
 - Other

- b. Where have most new members in our church come from in the past?

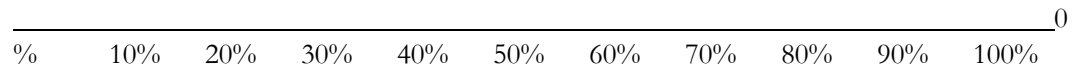
- c. Where are the next members of the church likely to come from?

- d. Is the "Back Door" of the church (members disappearing)
 - Wide Open?
 - Partially Open?
 - Shut Tight?

e. What in your opinion is the church doing well at this present time?

f. What needs do you personally see being overlooked or needing improvement at the present time?

g. Place an "X" on the line at the appropriate percentage of the resident membership whom you think assume some active responsibility in the life of our church beyond Sunday worship attendance:



h. Check the ONE item in each of the following which you think most adequately describes our church:

i. Our church is normally

Open to change

Resistant to Change

ii. Most persons with responsibilities

Use their own imaginations and initiatives to do their work

Wait for direction from the pastor

Accept responsibility but fail to carry through

iii. The pastor is looked to by most members as:

The leader and authority person in the church

A leader who is involved with others in decisions and work

A preacher, worship leader, visitor, evangelist

- iv. The introduction of issues into the life of the church (through social ministries, committee action, etc.) which may cause conflict is generally:
- discouraged and frowned upon
 - tolerated but disliked
 - accepted (listened to)
 - accepted as part of the mission of the church and such issues are carefully and thoughtfully pursued by members of the congregation
- v. Issues which may involve the congregation in the life of the community are:
- actively sought
 - listened to, evaluated and acted upon
 - listened to if brought to the attention of the deacons, or the
 - appropriate committee of the congregation, but generally not acted upon
 - avoided whenever possible
- vi. Actions of the church board and committees which affect the life of our congregation are primarily derived from:
- responding to what should have been done
 - vision & planning
 - reacting to something which has already happened
- vii. Leadership gifts and skills in the membership
- are well used
 - are inadequately used
 - are not really known
- viii. A member with a new idea or concern:
- would most likely know what responsible person to seek out in that area of concern
 - would most likely not know who holds responsibility for that area of concern
- ix. the actions of the church boards and committees:
- are well publicized to all members
 - would not be of interest to most members
 - are available to those who want to find out
 - are not well publicized within the congregation

2. Christian Education Ministries

a. Rate the effectiveness of the following between Very Ineffective and Very Effective

Ministry	1 Very Ineffective	2	3	4	5	6 Very Effective
Sunday School						
Youth Ministry						
Children's Ministry						
Senior's Ministry						
Discipleship/ Ministry to New Believers						
Ministries to Families						
Small Group Ministries						
Other						

b. Provision for leadership training:

- Every Year
- Occasionally
- Rarely
- Not at All

3. Congregational Planning

a. Our Church has a mission statement

- Yes
- No
- I don't know

b. What is the mission statement of our church?

c. In ONE WORD what do you think should be the THREE main goals towards which our congregation should work in the coming THREE years?

- i. _____
- ii. _____
- iii. _____

4. Community Outreach

- a. Our community is:
 - Growing
 - Static
 - Declining
 - Transitional
- b. What are the TWO main challenges in our community as you see them?
 - i. _____
 - ii. _____
- c. I think the priority our congregation gives to community outreach is:
 - High
 - Medium
 - Low
 - Non-existent
- d. The intentional evangelistic strategies and programs of our church are:
 - Very effective
 - Somewhat effective
 - Ineffective
 - Non-existent

5. Style, Nature, Character of our Church

Place an "X" in the box which you think best represents our church:

	1	2	3	4	5	6	
Unemotional							Friendly/Close
Rigid							Open/Flexible
Introverted							Outgoing
Looks to the Past							Visionary
Unaware							Aware/Alert
Super Cautious							Trusting
Traditional							Innovative
Ignores Problems							Faces Problems
Insensitive							Accepts/Feeling
Fragmented							Together
Controlling							Shares Power
Inward Looking							Outward Looking

6. Ministry Priorities

How well do you think our church is doing with its ministry priorities?

	Superior 1	Satisfactory 2	Needs Improving 3	Poor 4	Failing 5
Children					
Discipleship					
Community Service					
Evangelism					
Fellowship					
Leadership Development					
Missions					
Newcomer Assimilation					
Prayer					
Preaching					
Sunday School					
Visitation					
Worship					
Youth					
Other					

Form 4: Windshield Survey

Drive around the community and make careful observations to gain an accurate view of the whole area. Two people working together might see more accurately.

- What are the natural boundaries of the area? [rivers, lakes, ravines, etc.]

- What are the human-made boundaries of the area? [roads, shopping centers, etc.]

- What types of people do you observe? What is the economic, ethnic, racial and occupational constitution of the people that you see? Do you see factory workers, mothers, children, youth, business people, etc?

- What significant changes do you observe from one section of the area to another? [residential, business, commercial]

- How would you describe the housing in the area [single dwellings, large lots, multiple dwellings, relatively inexpensive, well-kept and landscaped, automobiles]?

- How would you assess the level of interest that people have in their neighbourhood?

- Are there active neighbourhood associations or not?

- How would describe the schools in the neighbourhood? What ages are accommodated?

- Are there parks? If so, are they well used? Do they contain children's play equipment? What else is there?
Are the parks well kept?

- Are you aware of any historic tensions between the surrounding community and your church?

- Are you aware of any heroic or remarkable events between your church and the community?

Form 5: Walkabout

As you walk through the community, gather brochures from the churches you hope to interview. Choose a central section of the neighborhood and spend some time walking around.

- What do you notice as the dominant features of the neighborhood?

- Do you feel safe walking around? If so, why? If not, why?

- What is the neighborhood flow? When are people out on the streets? Is it easy to walk around the neighborhood? In the morning, at noon and in the evening, are there people out on the sidewalks? What is the condition of the sidewalks? What are people doing?

- What services are available as you walk around?

- How do people interact? Are people visiting on the streets, if so, when and where?

- Are the streets empty for long periods of time?

- Are there gatherings of e.g., young people in the evening anywhere in the neighborhood?

- Who gathers for social time, when and where?

- Is it a commuter neighborhood or can people walk to schools and grocery stores?

- Describe the ebb and flow of people on the streets.

- What stores move in and out of the neighborhood?

- Do shopkeepers own their own enterprises?

- Are there food banks in the area? Have any been initiated in the last five years?

Our Ministry Setting as Others See Us

- How does the surrounding community perceive the church or ministry setting? When you are in the neighborhood, ask whether people can tell you where the church is or where the group meets. If people are willing to talk to you, ask what they know about and think of the church or group. What are their feelings? What are their impressions?

- How do other churches or ministries in the area perceive the church or group? Are there events that include all the churches or groups? Is there a ministerial that all pastors or leaders attend?

- How does the denomination perceive the church or ministry? Talk to denominational leaders about the church. If it is not a church, talk to core leaders about the ministry.

FORM 6 – LEADERSHIP EXPECTATION PROFILE

Instructions: *Duplicate and distribute to church members and adherents*
 Have each of the PSC members complete this form
 Discuss and compile into one Profile
 Share with the Church and finalize from the feed-back received

Church: _____

1. Categories of Ministry Skills

The following are some categories of ministry gift/skills drawn from the scriptures. Please identify four ministry gift/skills you believe your next pastor should possess.

New Pastor	Office	Explanation
	Apostle Romans 16:7	Church planter/builder, foundation layer, organizer, visionary, committed to church growth, effective organizer
	Bishop Acts 20:17, 28	Mature believer, model and teacher of godliness and Christian commitment, protector of the church from error and wrong
	Deacon Acts 6:5	Servant/Leader, good business sense, able to help the needy
	Evangelist 2 Timothy 4:5	Able to communicate Gospel to people of all ages and situations
	Preacher Romans 10:14	Able to make the Gospel plain, clear, relevant, good public presence, voice, student of the Scriptures
	Priest Romans 15:16	Effective worship leader, communicates sense of awe and praise before God, committed to the ministry of prayer and intercession
	Prophet Acts 21:10	Theologian, comprehensive view of Biblical truth; sees social implications of Gospel, sees historic nature of faith
	Shepherd 1 Peter 5:2	Care giver, visitor, effective counselor, effective overseer of the flock
	Steward Ephesians 3:2	Administrator, good steward of gifts and resources
	Teacher 1 Timothy 2:7	Equiper of others for service, effective disciple maker

2. Leadership Characteristics

The following are some important characteristics necessary for effective pastoral leadership. Check seven that you think are particularly important for your church at this point in its history. Prioritize the seven characteristics you select in order of their importance (1 being most important – 7 being the least important).

Check	Characteristic	Explanation
	Adaptable	<ul style="list-style-type: none"> • has a mind which is open to innovation and new ideas • willing to give new ideas a fair trial • adjusts to new situations • is flexible, open
	Biblically Oriented	<ul style="list-style-type: none"> • committed to the truthfulness and authority of the Scriptures • submissive to the Scriptures • knowledgeable of the Scriptures • able to preach and teach from the Scriptures
	Communicator	<ul style="list-style-type: none"> • able to receive process and analyze information • speaks and writes clearly and understandably • is a good listener
	Community Oriented	<ul style="list-style-type: none"> • concerned and involved in community life • concerned for social needs and matters of injustice in the community
	Denominationally Loyal	<ul style="list-style-type: none"> • has a positive, constructive approach and commitment to the life and mission of our Convention • attempts to create trust rather than to arouse suspicion
	Developer of Lay Leadership	<ul style="list-style-type: none"> • takes initiative to broaden, strengthen and improve gifts and skills of persons for lay leadership
	Enabler	<ul style="list-style-type: none"> • enables people to make their own decision and carry out their own responsibilities
	Evangelistic	<ul style="list-style-type: none"> • concerned for the lost • able to lead people to Jesus and salvation from sin
	Leader	<ul style="list-style-type: none"> • gains support from others • able to work with a wide variety of types of personalities • able to guide people and groups to the achieving of common goals
	Mission Minded	<ul style="list-style-type: none"> • concerned for the cause of Christ throughout the world • concerned for the lost near and far • committed to missions locally, nationally and throughout the world

continued on next page

Check	Characteristic	Explanation
	Organized	<ul style="list-style-type: none"> • a planner • keeps a perspective on the whole life of the church • able to divide large tasks into manageable steps and assign them properly • anticipates problems and/or opportunities • makes effective use of lay leadership
	Person of God	<ul style="list-style-type: none"> • in obvious love with Jesus • gives evidence of a Christ like spirit • in close touch with God through devotion and prayer
	Reliability	<ul style="list-style-type: none"> • dependable, consistent • states his/her true opinion but supports final decisions of the church within limits of conscience
	Spiritually Mature	<ul style="list-style-type: none"> • strong, tested commitment to Jesus Christ • open to the Person and work of the Holy Spirit

3. Ministry Priorities

Examine the following ministry areas of a Pastor. Choose seven of the most important ministries you think your new pastor should give attention to.

Emphasis of the New Pastor	Ministry	Explanation
	Administration	managing the ministry and resources of the church
	Adults	working with, teaching, leading discussion groups of adults
	Association & Denomination Work	actively involved in the concerns and affairs of the local Association and the Denomination as a whole
	Change Agent	open to new methods and strategies of worship and ministry and skilled in motivating and enabling people to explore new possibilities
	Children	relates well with children and able to communicate with them
	Community Leader	builds bridges between community and church
	Counselling	in a formal counselling setting assisting people facing problems or decisions
	Crisis Visitation	visiting people immediately in times of crisis
	Discipleship	modeling, teaching and encouraging people to grow in their knowledge, relationship, commitment and service of Jesus

Emphasis of the New Pastor	Ministry	Explanation
	Outreach and Evangelism	relating to people outside of the church and relating the Christian faith to them teaching and encouraging the laity to be actively involved in evangelism
	Family Ministry	able to teach and encourage parents in establishing strong Christian homes able to teach and encourage married couples to develop strong marriages
	Inter-Church Cooperation	involved in inter-denominational activities with other churches of the area
	Key Leader	able motivator and leader of people able to establish a clear ministry vision and mission goals and motivate people to achieve them
	Leadership Development	working with members and leaders to develop their gifts and skills in leadership areas of ministry
	Pastoral Care Giver	skilled practitioner in the “Care of Souls” the provision of spiritual support and encouragement to those who are hurting and weak
	Preaching	making the Gospel and Word of God relevant to people’s lives presenting with clarity and conviction the whole counsel of God
	Seniors Sensitive	enjoys visiting and caring for seniors and their needs is sensitive to concerns and changes in their lives
	Social Ministry	giving leadership to activities which seek to meet social needs in the community enabling people to become aware of and involved in social and community concerns
	Stewardship	leading people in the development and use of individual, congregational and denominational resources
	Teaching	effective in teaching others and helping them to understand and know the key and basic things of Christian growth and development creative leadership in Bible Studies, Sunday School Classes, membership classes, etc.
	Theology	sharing a comprehensive understanding of the Bible and Christian truth and theology
	Visiting	visiting church members and adherents in their homes on a regular basis
	Worship	planning and leading worship as a central event in the life of the church as a gathered community
	Youth Work	relates well with youth and able to communicate with them

4. Personal Attributes and Character Priorities

Every Church looks for a pastor who shines with spiritual qualities and Christian character; someone who clearly has a living relationship with Jesus Christ and who models that faith and discipleship in all that the pastor does. The pastor must be seen to “talk the walk” and “walk the talk” in service, devotion, faith and ministry, perseverance, integrity, personal testimony, godly advice, spiritual empowerment, personal worship, compassion, prayer, teaching and faithfulness.

Please rate the top five personal characteristics of the pastor’s personality that would help engage your church in effective ministry in the future (1 being the most important – 5 being the least important).

Check	Characteristic	Explanation
	Administration Skills	Well organized, punctual, well prepared, decisive
	Admirable	Highly regarded, respected by others
	Approachable	Available, open, receptive, winsome
	Attentive	Courteous, gracious, respectful
	Compassionate	Empathetic, sensitive, helpful
	Communication Skills	Relevant, understandable
	Compatibility	Able to work with others, shares the credit
	Creativity	Spontaneous, inventive
	Enthusiastic	Positive, inspiring, energizing, encouraging
	Listener	Allows others to have their say, respects other opinions
	Loyal	Faithful, committed
	Persevering	Persistent, steadfast, enduring
	Personally Strong	Sense own identity, good self-image
	Sense of Humour	Laughs, sees bright side of issues, witty
	Teachable Learner	Learns from mistakes, eager to learn and grow
	Trustworthy	Dependable, reliable
	Truthful	Honest, person of integrity

FORM 7: SAMPLE QUESTIONS FOR INTERVIEWS WITH PASTORAL CANDIDATES

The following are sample questions for interviews with pastoral candidates. Please view them as suggestions or prompts for other related questions. Not all of the questions will suit your situation and there will not be time to cover them all in a single interview.

Possible Approaches to the Interview

- appoint a Pastoral Search Team member to ask questions from one of the topics
- have each member ask one question in succession.

GENERAL BACKGROUND

Please give a brief thumb nail sketch of your personal life up to this present moment.

SPIRITUAL LIFE

Please share how you came to know Jesus Christ as your personal savior. What has Jesus Christ come to mean to you personally? What difference does Jesus Christ make in your life? What do you do to nurture your relationship with Jesus? What place does prayer have in your life and how is it worked out in every day practice? In what ways has the Holy Spirit made Himself real to you?

CALL TO FULL TIME MINISTRY

What led you to choose ministry as a career?

MORALITY

Have you ever been guilty of any misconduct in the areas of morality, financial responsibility or criminal behavior? How was it resolved?

DOCTRINE

What fundamental doctrines do you hold to be unalterable? What do you believe to be the main components of the Gospel message? What key verses address those components?

EDUCATION

What educational goals do you have in the future?

LIFE OUTLOOK

What areas in your life and ministry need strengthening? How do you define success?

- With regard to your personal ministry
- With regard to the life of the church?
- What do you believe to be your personal spiritual gifts?
- What is “fun” to you?

- Describe yourself. I am:
driven laid back relaxed Other
- Describe your sense of humor.
- What do you do to relax?

MINISTRY CHANGE

What has led you to consider seeking ministry in another pastorate?

INTERPERSONAL RELATIONSHIPS

- If you have to choose between being in your study or being out visiting, which would pull you the strongest?
- Have you ever been in a situation where you have been deeply wronged?
- Tell us how you responded to such a situation.
- Share a case study where you encountered conflict and how you resolved it.

LAY INVOLVEMENT IN THE CHURCH

- How have you developed lay leadership in your past churches?

GENERAL MINISTRY

- To date what part have you had in evangelistic activities?
- What do you view as the value of small groups?
- What age considerations do you have regarding children and baptism?
- Have you ever involved yourself in mission projects?
- How do you disciple new believers?
- What is the distinction between preaching and teaching? Which do you like doing the most?
- What aspect of Pastoral Ministry gives you the greatest joy, satisfaction and blessing?
- What do you like doing the most - teaching, preaching, visiting, other?
- Have you ever been a member of a small group? How do you see small groups?
- What was the extent of your small group involvement?
- What model best describes your leadership style?

CHURCH SERVICES

- What place do children have in the worship services?
- What place does worship have in the life of the church?
- What, in your opinion, are the vital components of a corporate worship experience?
- What Scripture translation do you prefer and why?
- Do you have any musical talents?
- What type of Christian music do you personally enjoy the most?
- What priority does music have in a church worship service?
- What has been you done to involve lay people (men/women/youth) in worship?

OUTSIDE CONTACTS

- To what extent have you been involved in Association and/or Denominational activities?
- How important is it that a pastor is involved in the local Association or Denomination?
- How do you relate to churches of other denominations or faith groups in the community?
- To what extent have you been involved in a local ministerial?
- How important is it that a pastor be involved with other pastors in the area?

PERSONAL ITEMS

- Is there anything special about your family's needs that we should know?
- What office hours have you maintained in your past ministry?
- What kind of secretarial assistance have you been accustomed to?
- Are you computer literate?
- In the past, has it been you or the church which has supplied computer hardware and software for use in the pastor's study?
- Would you require assistance in the purchase of a home?

A WORD ABOUT HUMAN RIGHTS

Provisions within *The Ontario Human Rights Code* ensure that job applicants are selected based on ability to do the job and not on assumptions or stereotypes based on personal characteristics such as race, sex, disability, or other grounds of the *Code*. The *Code* does provide some exceptions for religious organizations to prefer hiring people based on their membership. These exceptions generally should be few and should be well thought out and biblically-based where possible.

The *Code* prohibits the use of written or oral questions that directly or indirectly leads to discrimination based on prohibited grounds. Following are some ideas and suggestions to consider.

1. Age

- It is permissible to ask whether the applicant is 18 years or over, but it is generally not permissible to ask the applicant's age, birth date or request documents such as a driver's license. Exceptions:
 - a. A youth ministry position where age is a reasonable and genuine requirement of the job.
 - b. A small congregation meeting in a retirement community could determine that a retired pastor would best meet their needs.

2. Family Status

No questions about family status are permitted. This includes questions about the form of address (Mr., Mrs., Miss, or Ms.), whether the candidate has children or family responsibilities, or whether family responsibilities could limit the applicant's availability. During the interview process it is best to ask a very open question such as: "Tell us about yourself and your family." This allows the candidate to tell as much or as little as they feel comfortable.

3. Health & disabilities

There are no permissible questions about disabilities at the application stage, including those related to: general health and medical history, illnesses, mental disorders, physical limitations, insurability, etc. During the interview process you may ask questions that are directly connected to the applicant's ability to perform the essential duties of the job and any accommodation required. For instance, you might ask: "Based on past experience and our review of the job requirements, the committee feels that this position could require a regular 50 hour work week. Is there anything that might prevent you from being able to meet these demands?" Or where a candidate appears to have an obvious mobility issue, you might ask: "I notice that you have some difficulty walking. Is there some accommodation that you might need the church to make in order for you to be successful in this pastoral position?" A person who requires accommodation in order to perform the essential duties of a job has a responsibility to communicate his/her needs in sufficient detail and to cooperate in consultations to enable the person responsible for accommodation to respond to the request.

4. Marital Status

No questions about marital status are permitted. This includes questions relating to whether the candidate is single, married, separated, divorced, or living in a common law relationship; or, questions with regard to the candidate's spouse. If the church has specific policies based on biblical interpretation with regard to marriage and divorce, then those policies should be shown to the candidate during the interview process. The appropriate question would be: "This is our church's stated policy with regard to marriage and divorce. Would you have any concerns or problems with upholding this policy?"

5. Race, Colour and Ancestry

Questions about race, colour or ancestry may not be asked at the application stage but are allowed during interviews provided that a particular race, ancestry or colour is a reasonable and genuine requirement of the job. Questions may be asked during an interview about language abilities, even if those requirements might be indirectly linked to a person's racial background provided that the language abilities relate to a genuine requirement of the job.

6. Record of Offences

Questions to determine if an applicant is bondable are permitted if the pastor will be handling cash and it is the church's practice to bond their staff. Questions are permitted to determine if an applicant has a record of convictions under the Highway Traffic Act, since driving is an essential part of the pastor's job. All other questions, except those with respect to unpardoned Criminal Code convictions, are prohibited.

7. Sex and pregnancy

Religious organizations are permitted to hire persons based on sex provided that the requirement of being a man or a woman is reasonable and linked to the job duties (i.e. Pastor of Women's Ministries). There is also an exception based on biblical interpretation, however, Pastoral Search Teams are advised that it is the policy of the Convention Baptists of Ontario and Quebec that women have equal standing when it comes to eligibility for pastoral ministry.

The right to equal treatment in employment because of pregnancy prohibits pregnancy related questions during the job interview. For example, you may not ask an applicant whether she is pregnant or whether she has or plans on having a family. Nor can you ask a male applicant questions such as if his wife is pregnant or whether he plans to take family leave when they decide to start a family.

8. Sexual orientation

No questions about sexual orientation are permitted, however an exception does apply to churches with a biblically-based lifestyle policy. Again, this policy should be provided to the candidate with the question: "Would you have any concerns or problems meeting this lifestyle policy?"

For more information <http://www.ohrc.on.ca>

FORM 8 – SAMPLE REFERENCECHECK

The Search Team may choose to send these questions to each reference, or to have committee members phone referees for their input. If various members are phoning, it is important for each to keep careful notes so that responses can be accurately reported.

Note to referees: This is a confidential form that will only be used by our Pastoral Search Team during the process of seeking a candidate for a position. It will be destroyed after our search process is completed and will not be used for any other purpose.

Candidate's Name: _____

Referee's Name: _____

What is your relationship to the candidate and how long have you known each other?

What do you consider the candidate's greatest strengths and ministry skills?

In what areas do you think the candidate most needs to improve?

What do other leaders think of the candidate's character and ministry?

What do the people in the candidate's church or ministry think of his/her character and ministry? Is this a divided opinion or a widely held opinion?

Is there anything negative about his/her personal life that could harm the candidate's next ministry?

Does the candidate's marriage and family life appear to be strong and healthy?

Briefly describe this person's leadership style.

Would you want him/her as your leader? Why or why not?

What has not been asked here that might be important for us to know as we consider him/her as our next pastoral leader?



5 International Blvd, Etobicoke, ON M9W 6H3
P. 416 622 8600 • F. 416 622 2308 • E. cboq@baptist.ca
baptist.ca