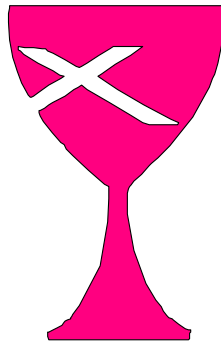


# SEEKING A PASTOR



A MANUAL FOR SEARCH AND CALL COMMITTEES  
OF  
THE CHRISTIAN CHURCH (DISCIPLES OF CHRIST)



Dear Search and Call Committee Member:

You are about to depart on a great faith adventure. You have been selected by your congregation to represent them in the Search and Call process to nominate a person for a ministry position in your church. It is important to remember that the work you and your colleagues are undertaking is God's work.

Ministers are called to ministry positions, not hired. It is our belief that God has a central role in that calling. It is very important that your work and the work of your colleagues be undergirded with a strong devotional and prayer life. You will be asked to share your faith experiences by giving a devotional at the beginning of one or more committee meetings. You will also be asked to pray daily for guidance for yourself as well as others with whom you are working. The members of your congregation will also be asked to pray daily, and each time they gather for worship, for the committee.

We hope that when you complete your work at least three things will have been accomplished – you are excited about the person the committee has recommended to the board and you believe God was a part of the call, you have gotten to know and appreciate your colleagues better, and that this has been a positive spiritual experience.

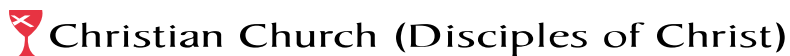
The purpose of this manual is twofold. First, this manual establishes a uniform search process among the Regions/Areas of the Christian Church (Disciples of Christ). Second, this manual provides detailed, step-by-step information and guidance for search committees as they work through the Search and Call process of the Christian Church (Disciples of Christ).

Operating principles for congregations, ministers, and regions in the Search and Call process of the Christian Church (Disciples of Christ) are outlined in the *Theological Foundations and Policies and Criteria for the Ordering of Ministry of the Christian Church (Disciples of Christ)* (Section II, H. Ministerial Search and Call, adopted by the 2009 General Assembly in Indianapolis, IN; which becomes effective August 1, 2011). These principles affirm that the relocation process is a covenantal partnership between the general, regional and local church, and ministers. In some Regions there is a fourth covenantal partner – the Area, and the Area Minister has primary responsibility for working with search committees as delegated by the Regional Minister.

The Policies and Criteria for the Ordering of Ministry affirm that congregations “are accorded full freedom to issue ministerial calls within their own established or constitutional provisions. Ministers, likewise, are accorded full freedom to accept or reject a call to any particular service.” Sections of the Policies and Criteria related to the covenantal policies and ethics of the Search and Call process are printed inside boxes at relevant points throughout this manual.

Search committees may secure a complete copy of the *Theological Foundations and Policies and Criteria for the Ordering of Ministry of the Christian Church (Disciples of Christ)* from their Regional or Area Office.

On behalf of the Christian Church, thank you for accepting and committing the time to do this important work.



September, 2010 - Updated June 2015

# TABLE OF CONTENTS

(and an overview and checklist of the Search and Call process)

<b>PREFACE</b>	i
<b>Regional Directory</b>	v
<b>SECTION ONE: SAYING GOODBYE</b>	
<input type="checkbox"/> Receive and accept the minister's resignation	1-1
<input type="checkbox"/> Closure	1-1
<input type="checkbox"/> Contact the Regional/Area Minister	1-1
<input type="checkbox"/> Meet with other staff members	1-1
<input type="checkbox"/> Notify the congregation	1-2
<input type="checkbox"/> Plan for minister's departure	1-2
<input type="checkbox"/> Conduct an exit interview	1-2
<input type="checkbox"/> Bring records up to date	1-2
<input type="checkbox"/> Information for the minister to leave behind	1-2
<b>Resources:</b>	
Checklist of materials and information to leave behind	1-3
Sample Farewell Liturgy	1-4
Sample Covenant of Closure	1-5
<b>SECTION TWO: GETTING ORGANIZED</b>	
<input type="checkbox"/> Appoint a search committee	2-1
<input type="checkbox"/> Appoint a chairperson and secretary	2-1
<input type="checkbox"/> Meet with the Regional/Area Minister	2-1
<input type="checkbox"/> Build relationships and covenantal understandings	2-2
<input type="checkbox"/> Set a meeting schedule	2-2
<input type="checkbox"/> Make "homework" assignments	2-2
<input type="checkbox"/> Inform the congregation of the appointments and solicit names of potential candidates	2-2
<input type="checkbox"/> Post the progress poster in a highly visible place	2-2
<b>Resources:</b>	
Sample search committee news releases	2-3
Search committee news releases	2-3
Using your Progress Poster	2-4
Progress Poster	2-5
<b>SECTION THREE: CALLING A TRANSITIONAL MINISTER</b>	
<input type="checkbox"/> Determine the kind of transitional minister needed	3-1
<input type="checkbox"/> Develop goals and objectives for the transitional period	3-1
<input type="checkbox"/> Secure name(s) from the Regional/Area Minister	3-2
<input type="checkbox"/> Contact potential transitional ministerial candidate(s)	3-2
<input type="checkbox"/> Negotiate a clear, specific transitional contract	3-3
<input type="checkbox"/> Issue a transitional minister's call with written contract	3-3
<input type="checkbox"/> Notify the congregation	3-3
<input type="checkbox"/> Notify the Regional/Area Minister	3-3
<input type="checkbox"/> Prepare for the transitional minister's arrival	3-3
<input type="checkbox"/> Assign someone to orient the transitional minister	3-3
<b>Resources:</b>	
Sample Transitional Ministry Agreement	3-4
Sample Letter of Calling and Agreement	3-5

## SECTION FOUR: DOING YOUR HOMEWORK

- Determine and get approval for search committee expenses 4-1
  - Determine and get approval for projected compensation and benefits 4-1
  - Conduct a congregational self-study 4-3
  - Solicit potential names from congregation 4-3
  - Determine congregational and ministerial priorities 4-3
  - Share results of study and priorities with the congregation 4-3
  - Prepare a one page statement about your church, community, and ministry goals and expectations 4-3
  - Prepare the congregation profile form 4-4
  - Send the profile, a summary of the self-study, a copy of the one page statement, and list of potential candidates suggested by the congregation and search committee to the Regional/Area Minister 4-4
  - Determine criteria for evaluating candidates 4-4
  - Put together a packet of information on your church and community 4-4
  - Make a video about your church 4-4
- Resources:**
- Compensation Planning Booklet (Available from your Regional/Area Office)
  - Ministerial Compensation/Benefits Worksheet 4-5
  - Congregation Business Expense Worksheet 4-5
  - Sample one page descriptive statement 4-6
  - Sample self-study instruments (2) 4-7

## SECTION FIVE: SELECTING A CANDIDATE

- Regional/Area Minister develops list of potential candidates 5-1
  - Contacting potential candidates 5-1
  - The Search Committee receives Ministerial Profiles 5-2
  - Make preliminary phone contacts with short list candidates 5-2
  - Send information packet to short list candidates 5-2
  - Inform candidates not on short list they are no longer under consideration 5-2
  - Gather additional information on short list candidates 5-3
  - Re-rate/prioritize candidates 5-4
  - Schedule visit to hear top candidate(s) preach (optional) 5-4
  - Schedule face-to-face interview(s) 5-4
  - Prepare list of questions for face-to-face interview(s) 5-4
  - Have candidate(s) in for interview and community visit 5-4
  - Conduct face-to-face interview(s) 5-4
  - Re-rate/prioritize candidate(s), reach a consensus on top candidate 5-5
  - Determine how to proceed if negotiations with top candidate falls through 5-5
  - Keep other candidates informed of where you and they are in the process 5-5
- Resources:**
- An overview of the search and call process 5-6
  - Sample letters to candidates no longer under consideration 5-8
  - Sample questions for interviewing candidates 5-9
  - Sample questions for evaluating a prospective minister's performance in his/her present locale 5-11
  - Sample preaching questions for use in contacting references 5-12
  - Christian Church in the Southwest ONLY Supplements:

## SECTION SIX: MAKING A CALL

- Enter negotiation with your top candidate 6-1
  - Draft a written contract or Letter of Calling 6-1
  - Notify board chairperson 6-2
  - Prepare biographical data on the candidate (and family) 6-2
  - Recommend the candidate and terms of call, including starting date, to the board for action 6-2
  - Board approves recommending the candidate to the congregation for a call 6-2
  - Schedule and publicize an informal congregational meeting with candidate (and family) 6-2
  - Schedule and give required notice of formal congregational meeting to approve issuing a call to the candidate 6-2
  - Vote to call the candidate 6-3
  - Notify the candidate of the call 6-3
  - Notify the transitional minister 6-3
  - Notify the Region/Area office 6-3
  - Notify the other candidates 6-3
  - Notify the Pension Fund 6-3
- Resources:**
- Sample letter introducing a candidate 6-4
  - Sample letter to other final candidates 6-5
  - Letter of Calling 6-6
  - Sample policies for sick leave, maternity leave, and disability 6-7
  - Guidelines for sabbatical leave for pastors in the Christian Church (Disciples of Christ) 6-8

## SECTION SEVEN: PREPARING FOR THE NEW MINISTER

- Plan for the transitional minister's departure 7-1
  - Make arrangements for moving the new minister 7-1
  - Clean, repair, redecorate the parsonage (if provided) and the minister's study 7-1
  - Arrange a visit and a host for house hunting (if parsonage not provided) 7-1
  - Plan a welcoming for the new minister (and family) 7-1
  - Plan a celebration service with the new minister 7-2
  - Submit information about the new minister to local media 7-2
  - Arrange for someone to accompany the new minister on the first round of visits to hospitals, nursing homes, home-centered 7-2
  - Establish a Pastoral Relations Committee 7-2
  - Schedule an evaluation of the Search and Call process and the new ministry with the Regional/Area Minister 7-3
- Resources:**
- Sample Celebration of Covenant of Call 7-4

## APPENDICES

- Congregational Profile Form Appendix A
- Ministerial Profile Form with References Appendix B
- A "Teaching Profile" for Search Committees and Region/Area Ministers Appendix C

## **REGIONAL CONTACTS**

(All other Regional Contact information is available at [www.okdisciples.org](http://www.okdisciples.org))

### **The Christian Church (Disciples of Christ) in Oklahoma**

301 N.W. 36<sup>th</sup> Street,  
Oklahoma City, OK 73118-8661  
(405)528-3577; Fax (405) 283-1668

Regional Pastor: Pamela Holt, [pholt@okdisciples.org](mailto:pholt@okdisciples.org) Cell (940) 327-9282

Associate Regional Pastor: Michael Davison, [mdavison@okdisciples.org](mailto:mdavison@okdisciples.org) Cell (918) 899-8940

Associate Regional Pastor: Leslie Dotson, [ldotson@okdisciples.org](mailto:ldotson@okdisciples.org) Cell (918) 850-7006

Executive Assistant: Ellen Beer, [ebeer@okdisciples.org](mailto:ebeer@okdisciples.org)

## **SECTION ONE: SAYING GOODBYE**

### **RECEIVE AND ACCEPT THE MINISTER'S RESIGNATION**

With some exceptions (retirement and involuntary termination) resignations usually come as a surprise. Initially, a few key leaders will receive the minister's formal notice or letter of resignation. If your church's Constitution/Bylaws require the board or congregation to take official action on the resignation, the board chairperson or moderator needs to call a special meeting at the earliest possible date to do so.

**Congregations will advise the Regional/Area Minister of impending vacancies and work within Regional/Area procedures to receive advice and counsel in seeking ministerial leadership.**

### **CLOSURE**

"It is vitally important, even in the midst of preparing to move and planning for the future, that the need for closure by the congregation and minister be addressed. A healthy departure allows for evaluation, celebration, grief work, forgiveness, and preparation for the continuing pastoral care of the congregation.

The close relationships which develop during one's ministry with a congregation make the separation process challenging. Clergy who have practiced the pattern of giving careful pastoral attention to the well-being of the congregation find it difficult to let go. It helps if the decision can be delayed until one is certain of God's call to a new ministry or until one is genuinely comfortable with the concept of retirement. Though some circumstances (such as health or family requirements) might necessitate making a departure before one is completely comfortable with the decision, still the ongoing spiritual health of the congregation must be everyone's primary concern. Certainly the spiritual and emotional needs of the minister are also important, but the minister's calling is to serve the church, not to be served. Thus the outgoing minister resists the temptation to influence the Search and Call process, makes a clean break with the congregation, and (when remaining in the community) does not attempt to continue participating in pastoral functions such as celebrating weddings and funerals, or making pastoral

hospital visits and calls.

One's pastoral compassion can be best expressed in doing everything possible to make the transition smooth and efficient. It also is an excellent opportunity to honestly acknowledge mistakes, offer and receive forgiveness, and work through some of the natural grief which comes with ending the uniquely close pastoral ties which have developed. Establishing and complying with the Covenant of Closure, page 1-5, will communicate clearly that one ministry has come to a close and that everyone is committed to the establishment of an effective new ministry.

Participating in the Farewell Liturgy, page 1-4, and the farewell celebration are visible ways for the community to say goodbye and to achieve a healthy closure. These celebratory processes are especially important in situations where there has been conflict. The need for forgiveness, healing, and acknowledgment of the good parts of the ministry can be met and is an important step in the transition." *(Copied from: Closing a Pastoral Ministry, General Commission on Ministry, Homeland Ministries Christian Church (Disciples of Christ) 2-3.)*

### **CONTACT THE REGIONAL/AREA MINISTER**

When the minister notifies church leaders that he/she intends to resign or submits his/her resignation, the board chairperson or moderator calls the Regional/Area Minister. The Regional/Area Minister will briefly review the relocation process, discuss conducting an exit interview, and ask to meet with the search committee when it can be appointed. A tentative date may be set in that phone call.

### **MEET WITH OTHER MEMBERS OF THE CHURCH'S STAFF**

As soon as possible after receiving the minister's resignation, the search committee should meet with the other members of the church staff. These other staff members will have their own responses to the resignation, need clarification of their roles during the transitional period, and need reassurance or clarification about their status after the new minister arrives. Your committee may also want to provide opportunity for these staff persons to provide input in response to the kind of questions enumerated below in the section on exit interviews.



## NOTIFY THE CONGREGATION

When the resignation is official, the board should determine how the entire congregation will be notified. Notification may be done in one or a combination of three ways: from the pulpit at the close of worship, through the newsletter, in a special mailing, and/or in an email to the membership.

## PLAN FOR MINISTER'S DEPARTURE

Once the congregation has been notified of the resignation, closure begins on the departing minister's ministry. Closure tasks include dealing with the variety of responses to the resignation; planning formal and informal events to celebrate the minister's ministry and honor the minister and family; defining specific tasks to be accomplished by the minister before departure; updating church files and records; and listing and gathering materials and information which would be helpful to the transitional and next settled pastor.

## CONDUCT AN EXIT INTERVIEW

The purpose of an exit interview is to give the departing minister a structured opportunity to review his/her ministry; share his/her observations about the church and its ministries; and share his/her hopes for the church's future. This information, from the departing minister's perspective, is valuable to the church, search committee, and Regional/Area Minister in planning for the final days of the departing minister's ministry, determining the church's transitional needs, and seeking a new minister.

The following kinds of questions are appropriate for an exit interview:

1. *How was this congregation different when you came than you expected it to be?*
2. *In what ways is this congregation now different than it was when you came?*
3. *What were some of the important achievements and learning experiences during your ministry here?*
4. *What were some things you hoped to accomplish and did not during your ministry here? What frustrated or blocked their accomplishment? What might have helped achieve them?*
5. *What do you see as the strengths of this congregation?*
6. *What do you see as its weaknesses?*
7. *What agenda or priorities do you feel you need to work on before you leave?*
8. *What priorities or agenda do you feel the congregation needs to work on before calling another minister?*

9. *What do you see as the greatest opportunities for growth and new ministries for this congregation?*
10. *How do you intend to relate to this congregation after you leave?*

The exit interview is a gift from the departing minister to the congregation. It is a structured opportunity for the minister to share openly and honestly and for the board and search committee to receive this gift. The exit interview may be done in one of several ways, depending on the circumstances of the exit and the comfort level of the minister and the committee:

1. *Submitted in writing to the committee and Regional/Area Minister;*
2. *Verbally and privately with the Regional/Area Minister (who will then submit a written summary to the committee);*
3. *Verbally before the committee and/or board. In case of the third option, you may request that the Regional/Area Minister or another skilled third-party conduct the interview. Questions may be asked for clarification, but this is not a time to challenge or debate the observations shared. The interview may end with an appropriate expression of thanksgiving/worship.*

## BRING ALL RECORDS UP TO DATE

Before the minister leaves, he/she needs to be sure all church records, especially those related home-centered members and files kept by the minister are up to date. These records should be reviewed with the secretary and/or some other person (preferably an elder from the search committee) designated to work with the minister in gathering and updating closure information and materials. Take care to protect confidentiality where necessary.

## INFORMATION FOR THE MINISTER TO LEAVE BEHIND

One item the departing minister can leave for the incoming transitional minister and/or the settled pastor is a list of useful information on people, places, and things. This is important where there is not a church secretary or another transitional person on the scene. A **Checklist of Materials and Information For the Minister to Leave Behind** follows.

## CHECKLIST OF MATERIALS AND INFORMATION TO LEAVE BEHIND

The following are essential materials and information for the departing minister to leave behind in the church office or other convenient and safe place:

- A good map of the city or community
- A current telephone directory
- An up-to-date city or county directory
- An up-to-date membership record, including names of children of members
- A computer (or card) file with more detailed information about members and children
- A copy of the most recent church pictorial directory
- An up-to-date mailing list of members and friends of the congregation
- A list of sick and home-centered members with an indication of priority or urgency for visiting
- A list of prospective members, especially those most likely to join soon
- A list of officers of the church
- A list of church school officers and teachers
- A list of all organizations and officers
- A schedule of regular and special meetings of the congregation
- A copy of the church's Constitution and Bylaws
- A copy of the last annual report
- A current financial report and budget
- A list of programs and projects, special and on-going, in effect or planned
- Goals, both short-range and long-range, which the church has accepted, and the methods used to achieve them
- Notes on special Sundays and traditions observed in the church
- A church history, if available
- A list of community agencies to which referrals may be made
- Attendance records
- A file of Sunday bulletins
- A file of church newsletters
- Notes on affiliations of the church with community, state, and national organizations
- A list of those with whom the church has dealt commercially – attorney, florist, funeral director, printer, supplies, etc. – and has established charge accounts
- Operating instructions for office equipment if there is no office secretary or other person responsible for operating them
- A list of ministers available to preach during vacation or illness
- Information on securing credentials and permits for area hospitals and other institutions and facilities where pastoral duties are likely to take the minister
- A key to every door
- Copies of policies and rules governing the use of the church buildings and equipment

Put these together in one place, if possible. Designate a responsible person to give this material to the incoming transitional minister and go over it with him/her.

Adapted from "Checklist of Materials and Information to Leave Behind" in **A Local Church Seeks A Pastor**, Section 1-3, United Church of Christ.

## SAMPLE FAREWELL LITURGY

*To be used at the conclusion of the final worship service  
before the departure of the minister*

### Introduction

Leader: Our church family is constantly changing. People come and go. Babies are born. Children grow up. People commit themselves to one another. Loved ones and friends among us come to the end of their lives. Individuals move into our community and church life. Others leave us, moving away to new places, new experiences, and new opportunities. It is important and right that we recognize these times of passage, of endings and beginnings. Today we share the time of farewell with name of pastor who is leaving.

### Ending a Ministry

Leader: On date, this congregation called name of pastor to serve as pastor.

Minister: I thank name of congregation, its members and friends for the love, kindness, and support shown to me these last number years. I am grateful for the ways my leadership has been accepted. I ask forgiveness for any mistakes I have made. As I leave, I carry with me all that I have learned here.

**All: We receive your thankfulness, offer forgiveness, and accept that you now leave to minister elsewhere. We express our gratitude for your time among us. We too ask for your forgiveness for any mistakes we have made. Your influence on our faith and faithfulness will not leave us at your departure.**

Minister: I accept your gratitude, and forgive you, trusting that our time together and our parting is pleasing to God.

### Vows of Release

Leader: Do you, the members and friends of name of congregation release pastor from the duties of pastor?

**All: We do, with the help of God.**

Leader: Do you offer your encouragement for pastor's ministry soon to begin as future ministry ?

-OR-

Leader: Do you offer encouragement for pastor's ministry as it unfolds in new ways?

**All: We do, with the help of God.**

Leader: Do you name of pastor release this local church from turning to you and depending on you as pastor?

Minister: I do, with the help of God.

Leader: Do you offer your encouragement for the continued ministry here and for the relationship this congregation will develop with another who will come to serve after you?

Minister: I do, with the help of God.

### Prayer

Leader: Let us pray. O God, for remembered times when we, together, have shared the life of faith, we express our sincere gratitude. We thank you for the moments we have shared with pastor in worship, in learning, in service, and in Christian living. We pray that he/she will be aware of your Spirit's guidance as he/she moves to a new place in the name of Jesus the Savior.

**All: God, whose everlasting love for all is trustworthy, help each of us to trust the future which rests in your care. The times we were together in your name saw our laughter and tears, our hopes and disappointments. Guide us as we hold these cherished memories but move in new directions, until that time to come when we are completely one with you and with each other, in the name of Jesus Christ we pray. Amen.**

### Hymn of Thanksgiving:

### Closing

Leader: As a keepsake to remember us, accept this candle and light it in your next place of ministry. Remember that God's light always burns within you. Go now, surrounded by our love and led by the promises of God, the presence of Jesus Christ, and the guidance of the Holy Spirit. Amen.

*Portions of this liturgy were adapted from the Book of Worship, United Church of Christ (Office for Church Life and Leadership, 1986) and are used with permission (Closing a Pastoral Ministry, General Commission on Ministry, DHM, Christian Church (Disciples of Christ), 11-12).*

**SAMPLE  
COVENANT OF CLOSURE**

1. I will separate myself from participation in the life and congregation from which I am resigning or retiring for a period of at least one year.
2. I will be a true and loyal friend to my former congregation and to its minister by not making pastoral calls, hospital calls, or counseling with members, not presiding at weddings or funerals of former parishioners, and by declining all offices, positions and responsibilities in this, my former congregation.
3. I will confer only with the Regional/Area Minister or the current minister of this congregation about any problems I perceive in the congregation, and not discuss them with members of the congregation or others.
4. I will communicate with the Regional/Area Minister should confusion, conflict or other differences arise between myself and this congregation.
5. If at the end of one year I wish to participate in this congregation, I will communicate such interest to the Regional/Area Minister who will facilitate discussion of this possibility with the congregation and its pastor. If such participation is deemed appropriate, a “Covenant for a New Ministry When the Previous Minister is Remaining in the Community” will be established.
6. I reaffirm vows as an ordained/licensed minister. Relying on the grace of God I also reaffirm my commitment to the “Ministerial Code of Ethics” of the Christian Church (Disciples of Christ).

Signed \_\_\_\_\_ Date \_\_\_\_\_

Witness for the Congregation \_\_\_\_\_ Date \_\_\_\_\_

Witness for the Region/Area \_\_\_\_\_ Date \_\_\_\_\_

## SECTION TWO: GETTING ORGANIZED

### APPOINT A SEARCH COMMITTEE

The first step in getting organized is for the board to appoint a search committee according to provisions in the church Constitution/Bylaws. If your church Constitution/Bylaws do not have provisions regarding a search committee, then the board needs to appoint a committee of five to seven members representing a broad cross-section of the congregation. Normally, the chairperson of the board serves ex-officio, without a vote, on the committee.

Members of the search committee are persons called and set aside by the congregation for the task of seeking new pastoral leadership. **Serving on a search committee is a spiritual calling – to represent the people of God in a particular congregation, at a particular time in their life, in the search for a servant of God to lead them into the future as faithful people of God.** In this calling, members of the search committee represent the whole church. Therefore, they need to be persons who are knowledgeable of and committed to the heritage and practices of the Christian Church (Disciples of Christ); who will command the respect and trust of the congregation to be objective in assessing both the church's future and potential candidates, make sound judgments, represent the congregation fairly to prospective candidates, and **keep confidentiality**; and who are committed to providing continuing leadership after the new minister arrives.

The task of the search committee is significant to the life and future of the congregation. The work and decisions of the search committee will have a lasting effect. In faithful performance of its calling, the search committee needs to constantly seek the council and guidance of God through prayer and devotion, and seek the support and intercession of the congregation in their public and private prayers. The committee also needs to remember to pray for and about the potential candidates it considers.

### APPOINT A CHAIRPERSON AND A SECRETARY

When the chairperson is not designated in the church Constitution/Bylaws, the **chairperson** is usually designated at the time the committee is appointed. A recording **secretary** may also be designated at the time

the appointments are made. Otherwise, the secretary may be appointed at the beginning of the first meeting.

The **chairperson** is responsible for calling and chairing meetings, setting agendas, keeping the committee focused on its task, reporting on behalf of the committee to the board and congregation, assigning tasks to members, making initial contacts with candidates, and keeping in touch with the Regional/Area Minister.

The **secretary** is responsible for taking notes and keeping accurate records of the committee's deliberations and decisions, and handling correspondence for the committee. The secretary is also responsible for sending the Regional/Area Minister copies of minutes or summary notes about committee decisions and the resumes of candidates no longer under consideration.

### MEET WITH THE REGIONAL/AREA MINISTER

**Regional/Area Minister will provide advice and counsel to congregations either at the request of the congregation or at the initiation of the Regional/Area Minister when it is known that new ministerial leadership is being or will be sought.**

The Regional/Area Minister will want to meet with your search committee as soon as possible after it is appointed. At this initial meeting, the Regional/Area Minister will assist the committee in getting acquainted and establishing covenantal understandings; orient the committee to the Search and Call principles and process; discuss transitional arrangements and possibilities, the exit interview, and the working relationship between the committee and the Regional/Area Minister; and review the preliminary "homework" assignments. Approximately **two hours** needs to be allowed for this initial meeting.

## **BUILD RELATIONSHIPS AND COVENANTAL UNDERSTANDINGS**

Beginning with the first meeting with the Regional/Area Minister, the committee needs to build a sense of group identity and trust and agree on some basic covenantal operational understandings. Starting this process in the presence of the Regional/Area Minister gives him/her a sense of the makeup and personality of the committee he/she will be working with – and an opportunity to have some input into the covenantal understandings.

The following list includes suggested covenantal understandings for search committees:

- A goal of 100% attendance at all meetings;
- Begin and end meetings at agreed times;
- **Incorporate prayer, devotion, Bible study, and theological reflection in all meetings and decisions;**
- Put the congregation's needs and theological profile above personal agendas and preferences;
- Maintain confidentiality;

**Congregations will treat with confidentiality all information including personal biographical information and reference material, taking care to ensure that information does not go beyond the search committee.**

- Make decisions by consensus;
- Consider candidates on the basis of qualification without regard to age, sex, race, national origin, marital status, geographical location or disability.

## **SET A MEETING SCHEDULE**

At the first meeting agree on a day of the week to block off for committee meetings and set a starting time. Although the committee will not be meeting every week over the duration of the Search and Call process, committee members need to keep the agreed day and time blocked off on their calendars.

Committee members also need to understand that serving on this committee is a long term commitment. **The average time required to complete the Search and Call process is nine to eighteen months.**

## **MAKE HOMEWORK ASSIGNMENTS**

From the first meeting on, various members of the committee may be assigned tasks to perform on behalf of the whole committee. The immediate tasks which need to be done by and for the committee – particularly those related to the **Congregational Profile** and information packet – are outlined in **Doing Your Homework**, Section 4.

## **INFORM THE CONGREGATION OF THE APPOINTMENTS**

As soon as the committee is appointed and has met with the Regional/Area Minister, inform the congregation. This may be done through the newsletter, worship bulletin, announcement from the pulpit, a special mailing, or combination of the above. Ask the congregation to keep the members of the committee in their prayers through the entire Search and Call process and to respect the committee's need for confidentiality.

Keep the congregation informed of the committee's work and progress (in general terms **without breaking confidentiality**) throughout the Search and Call process. Again, do this through the newsletter, worship bulletin, announcements from the pulpit, and reports to the board. See the sample **Search Committee News Releases** at the end of this **Section**.

## **POST PROGRESS POSTER IN HIGHLY VISIBLE PLACE**

Print the names and phone numbers of the committee on the **Progress Poster**, a sample of which is on page **2-5**, and post it in a high visibility spot in the church. Attach the first sticker showing that a search committee has been appointed.

## SAMPLE SEARCH COMMITTEE NEWS RELEASES

Following are sample articles intended for use in church newsletters and/or worship bulletins. They are designed to keep the congregation informed of the appointment and progress of the search committee.

### 1. Search Committee Appointed

As provided by our Bylaws, \_\_\_\_\_, chairperson of the Official Board, has appointed the following to serve on the Search Committee [include ex officio members]:

Names	Addresses	Phone numbers
-------	-----------	---------------

These persons will represent us all in the task of seeking a new minister for our congregation. They have made a significant commitment in accepting this appointment and will need your support, prayers, and input. The Search and Call process of the Christian Church (Disciples of Christ) takes nine to eighteen months from beginning to end. Over this time they need you to be patient; to trust the process; to trust them to represent you fairly; to let them work confidentially and without rumors and probing; and to keep them and the church in your prayers and concerns.

The committee also needs your input into the process. In the near future the committee will ask you to participate in a self-study designed to help get a clear picture of how we see ourselves and the ministry goals and expectations we have for our future together. This input will help define the ministerial leadership the committee will seek to bring to us.

If you know of qualified Disciples of Christ ministers you would like considered by the committee, see that their names and current locations are given to one of the above-named members. These names will then be considered confidentially and on the same basis as other candidates. Please do not ask about the status of these or other candidates. Confidentiality is critical to the integrity of the committee's work and to the ministry of candidates being considered.

Periodic updates on the work and progress of the committee will appear in future issues of the newsletter.

### 2. A Transitional Minister is Coming

A transition is a period in between. A transitional minister is a special kind of minister who serves churches between "regular" ministries. We are going to have both and it will be a while before we celebrate the call of a new minister. In the meantime, our lives must go on as we have a ministry to continue. The search committee has reviewed our needs during the transitional period and issued a call to Rev. \_\_\_\_\_ to serve as our transitional minister. [Include a brief biographical sketch of the transitional minister.]

## SEARCH COMMITTEE NEWS RELEASES

Following are suggestions for articles and/or reports from the search committee to keep the congregation updated on its work and progress.

### 1. Announcing the appointment of the search committee

- a. announce the appointment of a search committee
- b. list members' names and phone numbers
- c. call attention to the progress poster
- d. note the time it takes to seek and call a new minister (nine to eighteen months)
- e. seek the congregation's support, prayers, patience, respect for confidentiality, input
- f. solicit names of potential candidates

### 2. Announce the calling of a transitional minister

- a. announce the name and give a brief introduction of the transitional minister
- b. share the committee's vision of the transitional period
- c. outline what the transitional minister will be expected to do and not do
- d. ask for full participation during the transitional period and support for the transitional minister's ministry

- 3. Announce and seek participation in congregational self-study**
  - a. announce the dates of the self-study and explain the importance of this process to the congregation
  - b. outline the details of the self-study: who, how, when, where, etc.
  - c. share how and when the results will be reported to and processed by the congregation
- 4. Self-study appeal**
  - a. reminder with details
  - b. request support and participation
- 5. Self-study follow-up**
  - a. announce details of time, place, format for sharing and processing data
- 6. Self-study report**
  - a. share summary of the findings and resultant ministry profile
  - b. seek support and prayers as the committee continues its work
- 7. Progress report(s)**
  - a. update congregation on where you are as well as the next steps
    - Note: When updating on candidate screening, do so in general terms without breaking confidentiality; share only sources of names, number of names, screening process, etc.**
  - b. remind congregation to respect and help you protect confidentiality regarding candidates
  - c. seek congregational support and prayers
- 8. Meet the candidate**
  - a. announce decision to pursue calling a candidate
  - b. provide name and biographical data on candidate, with picture if possible
  - c. announce opportunity for congregation to meet and interact with candidate: when, where
  - d. announce congregational meeting to vote on candidate (if at another time)
- 9. We called a minister**
  - a. announce the issuing of a call
  - b. announce starting date, etc.
- 10. Thanks to our transitional minister**
  - a. express thanks to the transitional minister
  - b. highlight accomplishments during the transitional period
  - c. announce details of opportunity to say thanks: who, when, where, etc.
  - d. share transitional minister's future plans, address, etc.
- 11. Welcome the new minister**
  - a. highlight the new minister's arrival, first Sunday, welcoming activities
  - b. repeat picture
  - c. thank congregation for its support, prayers, patience during search process; anticipate support for new minister (and family)

## **USING YOUR PROGRESS POSTER**

As soon as the search committee is appointed, post one or more copies of the **Progress Poster** in the church. Posters are available from the Regional Office.

As you work through the seven stages of the search process, place the stickers on the poster(s). These stickers enable the congregation to picture where you are in the process and see what step is next. This poster and the stickers give the committee and congregation a sense of movement, accomplishment, and anticipation.

Use a felt tip marker to write the names and phone numbers of search committee members on the first sticker **before** attaching it to the poster.



# WHAT PROGRESS ARE WE MAKING IN THE SEARCH FOR A NEW PASTOR?

1



We need to appoint a Search Committee

---

---

---

---

---

---

---

---

---

---

4



The Search Committee will select possible candidates.

5



The Search Committee will interview these candidates.

6



One candidate will be recommended to us.

2



We need a description of our congregation

7



We will vote on the recommended candidate.

3



The Search Committee will consider all potential candidates.

8



We will join in worship to install our new pastor.

## SECTION THREE: CALLING A TRANSITIONAL MINISTER

### DETERMINE THE KIND OF TRANSITIONAL MINISTER NEEDED

Every resignation or termination comes with pain, feelings of loss, and anxiety. One task of a transitional minister is to nurture the congregation through this time of grief and uncertainty and enable it to move on with confidence and anticipation. In some transitions the congregation can function with a minimum of leadership, and may be able to get along for a brief period with lay leaders providing ministerial services. Other times skilled transitional leadership is required.

Types of transitional ministries to be considered are:

1. Sunday pulpit supply
2. weekend (two or three days)
3. part-time
4. full-time resident
5. intentional (specialized) full-time

Among factors to be taken into consideration in determining transitional needs are:

**1. *The circumstances surrounding the termination of the previous ministry***

*Was the relationship with the departing minister positive or conflicted; was the resignation voluntary or forced; did the minister retire, get divorced, remarry, or die; was the minister involved in unethical or immoral conduct?*

**2. *The length of the previous ministry***

*Was the ministry long, average, or short?*

**3. *The internal health and stability of the congregation***

*Is the congregation strong and united; is it conflicted and divided; does it have a good sense of mission and direction, or is it directionless?*

**4. *The quality of lay leadership***

*Does the congregation have a core of good, strong lay leaders, or has it been minister-dependent?*

**5. *The size of the congregation***; average worship attendance and/or participating membership

**6. *The financial condition of the congregation***

*Is the congregation in a position to carry on full ministry and program or must it, of necessity, build up its finances during the transition?*

As a rule of thumb, the more problematic the relationship with the previous minister or the circumstances surrounding the termination; the longer or shorter than average previous ministry; the more conflicted or divided the congregation; the less capable

or trusted the lay leadership; the larger the congregation; or a combination of any of the above, the more critical the transitional period will be. In such cases, there will be a greater need for trained, full-time transitional leadership and an extended transitional period.

### DEVELOP GOALS AND OBJECTIVES FOR TRANSITIONAL PERIOD

The search committee – with help from the Regional/Area Minister and other bodies in the church – must assess the congregation’s situation and make a judgment about the needs of the congregation, translating them into goals for the transitional period and the type of transitional ministry needed. Once those decisions are made, the committee will need to interpret them to the board and congregation and secure support for them.

Appropriate goals for the transitional period in a congregation’s life *often* include the following:

**1. *To maintain viability of congregation***

*A vital congregation requires that its ministries, programs, and fellowship be maintained at the highest level during the transitional period. Congregational life and ministries must not be put “on hold” during the transition. Both the laity and transitional minister must take it as their mandate to maintain the highest level of congregational life and service – and to move the congregation on from where it is to the future. Plans and programs do not have to wait for the new minister – life goes on.*

**2. *To work through feelings***

*Every resignation produces feelings of grief and loss among some members, especially those who were particularly close to the departing minister; and often relief or guilt among those who were at odds with the minister. A sensitive, skilled transitional minister can help members work through their feelings and emotionally “clear the way” for receiving and relating to a new minister.*

**3. *To work on conflict***

*Where there has been conflict and disharmony, a critical transitional task is to identify and work on the underlying causes of the conflict within the congregation and begin to build trust and a new consensus for the future. A transitional minister*

skilled in conflict management may enable the congregation to effect significant healing and transformation in its internal life during this transitional period.

**4. To clarify the mission of the church**

The transitional period between ministers is a prime time to take another look at how the congregation understands itself as a worshipping, learning, fellowshiping, serving community of faith. The transitional minister may help the congregation see itself and its mission anew through the eyes of scripture, others, and the larger church.

**5. To reinforce the ministry of the laity**

Lay leadership may be raised to new levels by necessity or design during the transitional period. Both the congregation and the transitional minister will, of necessity, depend on laity for more active, visible leadership regardless of the kind of transitional minister needed. Lay leaders – “old” and “new” – may be recruited and trained to assist the transitional minister in providing the ministry wanted and needed. This training and lay ministry will serve the congregation well in the future.

**6. To emphasize fellowship**

During the transitional period, members of the congregation need to be assured that the community which has supported and sustained them continues to do so. The transitional period is a good time to initiate a coffee hour before or after worship, regular fellowship dinners, a time for sharing joys and concerns before or during worship and prayer groups.

**7. To strengthen ties with the Region/Area and General church**

The search committee’s close work with the Regional/Area Minister and the role of the Regional and General church in the Search and Call process provide a ready-made opportunity for emphasizing the partnership between the various expressions of the Christian Church (Disciples of Christ). Transitional ministers often come with high levels of commitment to the larger church and can, by word and example, challenge and inspire renewed ties with and enlarged levels of support for the work of the church beyond the local congregation.

**8. To enhance the potential for a successful ministry by the next minister**

The transitional minister prepares the way for the new minister through the way s/he cares for the

congregation; maintains and builds its life and witness; nurtures it back to health and wholeness; increases its stewardship and outreach; helps it clarify its sense of mission and purpose; enables it to reaffirm its identity and ties; and leaves behind recommitted and trained leaders, good records and helpful information. The transitional minister may also play a key role in helping the congregation and search committee clarify their priorities for and expectations of the new minister – and helping to implement these expectations and priorities **before** the new minister arrives.

**NOTE: One role the transitional minister does not play is that of consultant to the search committee in screening, interviewing, or choosing candidates.**

The specifics and expectations related to these kinds of transitional goals should be worked out by the search committee and made a part of negotiating a call and contract with potential transitional candidates. (Information follows on contract negotiation, and a sample **Transitional Ministry Agreement** is located at the end of this **section**).

**SECURE NAME(S) FROM THE REGIONAL/ AREA MINISTER**

Once the search committee has determined the kind of transitional minister needed and basic goals and objectives for the transitional period, the name(s) of a prospective transitional minister matching these needs and goals may be requested from the Regional/Area Minister. **The Regional/Area Minister will make the initial contact with prospective transitional ministers to be sure they are available and interested.**

**CONTACT POTENTIAL TRANSITIONAL MINISTRY CANDIDATE(S)**

As soon as the name of a prospective transitional minister is received from the Regional/Area Minister, contact that person by phone. The purpose of this call is to establish mutual interest and schedule an interview and negotiation session. In some cases, committees may prefer to complete the interview and negotiation process over the phone. If your committee requests the names of multiple transitional ministry candidates from the Regional/Area Minister, meet immediately after receiving the names to prioritize them and contact them in the order of preference.

## **NEGOTIATE A CLEAR, SPECIFIC, WRITTEN TRANSITIONAL AGREEMENT**

Whether done over the phone or face-to-face, the interview and negotiation process needs to include the goals of the transitional period, the expectations of the transitional minister, salary, benefits, compensation, and any other mutual agreements. Use the sample **Transitional Ministry Agreement** at the end of this section as a guide in your negotiation with the transitional ministry candidate. This document is available online at:

<http://www.disciplehomemissions.org/Ministers/MinistryGuidelines/PDF.htm>

Also see the following section regarding contract negotiation. Take into consideration that both your situation and needs and those of the transitional minister may be unique, and that transitional ministers have different needs and different negotiation points, depending on whether they are pre-retirement, retired, full-time or part-time.

## **ISSUE A TRANSITIONAL MINISTRY CALL WITH WRITTEN AGREEMENT**

After an agreement has been reached with the transitional minister, issue a formal call. Use the sample **Transitional Ministry Agreement** in drafting your own specific written contractual agreement. If terms of agreement and call are subject to approval by the board, request a special meeting of the board to act on your recommendation **before** issuing a call.

## **NOTIFY THE CONGREGATION**

As soon as a call is made, notify the congregation in one or more of the following ways: a direct mailing to the members; a special article in the newsletter; an announcement from the pulpit. Include a brief biographical sketch, goals and expectations for the transitional ministry, and starting date.

## **NOTIFY THE REGIONAL/AREA MINISTER**

Notify the Regional/Area Minister immediately of the call and send a copy of the **Transitional Ministry Agreement** to the Region/Area Office.

**Congregations will issue a written call providing copies of the call for the congregation, the minister, and the Region/Area Office.**

## **PREPARE FOR THE TRANSITIONAL MINISTER'S ARRIVAL**

Begin preparing for the transitional minister's arrival as soon as possible. Assign a member of the committee to oversee this preparation and to host and orient the transitional minister on his/her arrival. If the departing minister is still on the scene, work with him/her to gather the kinds of materials and information on the **Checklist of Materials and Information for the Minister to Leave Behind, Section 1**. If the church has a parsonage and the transitional minister will be living there, check it out and clean it before the transitional minister's arrival. In many cases, transitional ministers maintain a home elsewhere and therefore need furniture for the parsonage (or an apartment, if the church has no parsonage). Where there is no parsonage the church needs to help the transitional minister find suitable housing. Have the phone in the parsonage or apartment installed and working when the transitional minister arrives. See the other start-up helps in the checklist for **Planning a welcoming for the new minister (and family)**, Section 7.

## **ASSIGN SOMEONE TO ORIENT THE TRANSITIONAL MINISTER**

This person might be the chair or some other member of the search committee.

**SAMPLE  
TRANSITIONAL MINISTRY AGREEMENT**

The \_\_\_\_\_ Christian Church (Disciples of Christ) in \_\_\_\_\_ hereby enters into agreement with \_\_\_\_\_

to provide transitional pastoral leadership beginning \_\_\_\_\_.

In accordance with our previous understandings, the following agreements are reaffirmed:

**GOALS FOR THE TRANSITIONAL MINISTER MAY INCLUDE:**

1. To provide for worship experiences and the practice of ministry within the church and the community.
2. To experience anew and to practice the “Good News” of love, healing, and reconciliation within this caring community.
3. To develop improved channels of communication between the official board and other members of the congregation.
4. To interpret clearly the self-study and search process for the congregation in order to facilitate the work of the search committee.
5. To seek ways of motivating members to be active in all aspects of church life.
6. To prepare the church for the calling of a new minister.

**TRANSITIONAL MINISTER COMMITMENTS MAY INCLUDE:**

1. Work closely with the worship committee to plan and lead services of worship.
2. Call on the sick and home-centered.
3. Celebrate weddings and funerals.
4. Attend meetings of the board.
5. Provide church membership instruction for prospective members.
6. Perform administrative duties related to office, staff, and property which are necessary in coordinating the on-going life and ministry of the church.
7. Work with the church secretary in preparing bulletins, newsletters, and other correspondence.
8. Provide pastoral counseling as needed.
9. Be available as a resource person for church groups.
10. Work with the board, cabinet, and committees to assist them in carrying out their assigned tasks, having the freedom of voice and counsel but no vote.

**SEARCH COMMITTEE AND CHURCH LEADERS COMMITMENTS MAY INCLUDE:**

1. Develop short-range goals for the transitional period.
2. Support and participate in the transitional process, including the congregational self-study and search process.
3. Participate actively in hospital, home-centered, and prospective member calling.
4. Provide adult leadership for youth ministry.
5. Maintain the Christian education and music ministries of the church.
6. Identify members who have become inactive over the last two years and seek to involve them again in the church’s life.
7. Identify other members who need special attention.

**CHURCH COMMITMENTS MAY INCLUDE:**

1. Support and pray for the search committee, the transitional minister, and the church’s leaders during this period.
2. Participate in the congregational self-study and follow-up activities.
3. Maintain their highest possible level of participation in and financial support for the ministries of the congregation.
4. Speak positively of the church's future.

This Letter of Calling and Agreement should be used in the final stages of securing a new minister. It should be completed by the chairperson of your Search committee and affirmed by the Church Board and congregation. Please make three additional copies of this completed agreement, providing one copy each to the congregation for its files, to your Regional Minister and to the office of Search and Call at: Disciples Home Missions, P.O. Box 1986, Indianapolis, IN 46206. The original copy of this agreement is for your new minister.

## Letter of Calling and Agreement

To: (minister's name) \_\_\_\_\_ Date: \_\_\_\_\_

We are pleased to advise you that the \_\_\_\_\_  
(Congregation) (City, State) (Zip code)  
in a congregational meeting \_\_\_\_\_ has voted to extend a call to you to serve this congregation as its  
(Date)

\_\_\_\_\_  
(Pastor, Associate, etc.)

**In accordance with our previously agreed upon and mutual understanding, the following items are formally reaffirmed:**

1. Beginning date of ministry with this congregation: \_\_\_\_\_  
2. Moving expenses: Congregation will pay: ALL, or UP TO (Specify Amount) \$ \_\_\_\_\_

3. Minister's Compensation:

a. Cash Salary - \$ \_\_\_\_\_

b. Parsonage/Housing Allowance Options (choose one)--

(I) Pastor secures own housing- \$ \_\_\_\_\_  
(cash for housing allowance, including rent or mortgage, insurance, utilities, furnishings, etc.)

### OR

(II) Parsonage provided by the congregation – Utilities paid by the congregation-  
\$ \_\_\_\_\_ + \$ \_\_\_\_\_ + \$ \_\_\_\_\_ = \$ \_\_\_\_\_  
(Parsonage Fair Rental Value) (utilities allowed) (cash for Parsonage Allowance) (housing sub-total)

c. Social Security Offset - \$ \_\_\_\_\_

4. Benefits: YES NO

Pension Plan 14% -

Church-wide Health Care - (Specify plan)- \_\_\_\_\_

Other Benefit(s) - \_\_\_\_\_  
(Describe)

5. Vacation Time: \_\_\_\_\_

6. Continuing Education/Spiritual Retreat and Sabbatical/Renewal Leave Agreements:

a. Continuing Education/Spiritual Retreat Time - \_\_\_\_\_  
(Not including Assemblies and/or Professional Meetings)

Education/Retreat Allowance - \$ \_\_\_\_\_

b. Sabbatical Leave Time - \_\_\_\_\_ after \_\_\_\_\_  
(amount of time allowed for each sabbatical) (# of years prior to first, and between subsequent, sabbaticals)

Sabbatical Allowance (amount set aside annually in church account for pastor's use at time of sabbatical) - \$ \_\_\_\_\_

7. Our congregation expects this minister, as a part of the congregation's ministry, to participate in wider church and community leadership responsibilities within reasonable limitations of time - \_\_\_\_\_  
(Board Chair's initials) (Pastor's initials)

8. Reimbursement for expenses incurred in service to the church:

a. Automobile - \$ \_\_\_\_\_

b. Assemblies/Professional Meetings - \$ \_\_\_\_\_ The items noted to the left are NOT Ministerial

c. Books, Journals, Software/Web resources - \$ \_\_\_\_\_ Compensation and should be used only for the

d. Professional Expenses - \$ \_\_\_\_\_ purposes so designated

e. Background report (\$140) payable in 1st month of call- \_\_\_\_\_

9. It is understood that all items in this agreement will be reviewed at least annually by the Pastoral Relations Committee.

10. This ministerial relationship shall be terminated upon \_\_\_\_\_ days notice by either party. This may be modified, however, by later mutual agreement. (number of days)

We are hopeful these understandings are agreeable to you and that you will accept our call. If there are any questions regarding this letter or something else, please ask.

### Signatures:

\_\_\_\_\_  
Chairperson, Search/Pulpit or Appropriate Committee

\_\_\_\_\_  
Minister Being Called

\_\_\_\_\_  
Chairperson, Board/Council or Congregation

\_\_\_\_\_  
(Date)

Once completed and approved, please make three additional copies of this form. The minister keeps the original. The congregation keeps a copy. Send one copy to the regional minister and another copy to Disciples Home Missions – Office of Search and Call.

## SECTION FOUR: DOING YOUR HOMEWORK

### DETERMINE AND GET APPROVAL FOR SEARCH COMMITTEE EXPENSES

Early on the search committee needs to set a budget for its work and get approval from the board. Included in the cost of calling a new minister are: mailings, phone calls, visits to hear candidates preach, costs of having candidates in for interviews and house hunting (mileage or air fare, housing, meals, child care), refreshments for congregational meetings, moving the new minister, and remodeling the parsonage or helping with housing closing costs and/or down payment. These costs may be a determining factor in how you proceed as a committee, how far away and from what geographical area you can consider candidates, whether you can go hear candidates preach; how many candidates you can have in for interviews, etc. Both the committee and the board need to be clear about these expenses before you get very far with your work – and before requesting names from the Regional/Area Minister.

### DETERMINE AND GET APPROVAL FOR PROJECTED COMPENSATION AND BENEFITS

Before completing the **Congregational Profile Form** and requesting names from the Regional/Area Minister the search committee needs to establish a “ballpark” figure for the projected ministry

**Congregations will provide a fair salary (including parsonage provision) within the capabilities of the congregation, as well as adequate benefits (pension, health insurance, continuing education and Social Security offset).**

costs. This figure needs to take into consideration the size of the congregation, community cost of living, the congregation’s financial capacity, the kind and experience of minister sought, and comparable costs in

**Congregations will provide for the reimbursement of church-related expenses to cover actual expenses of accomplishing ministry.**

similar size congregations and communities. See the Pension Fund **Compensation Planning** booklet and Regional **Ministerial Salary Study** and the **Compensation Worksheet** in this section.

The cost of ministry includes the following:

#### 1. **Compensation**

a. **Cash salary** - how paid and when

b. **Housing**

- 1) Provision of parsonage, including utility and furnishings allowance and how and when paid; and agreed-to remodeling and repairs;
- 2) Payment of a housing allowance in lieu of parsonage, including how and when paid; provisions for house-hunting trips; and provisions for down payment or closing costs.

#### 2. **Employee Benefits**

a. **Pension Fund**

Most ministers are members of the church’s Pension Fund. The Pension Fund provides retirement income, disability income, death benefit and continuation of salary, surviving spouse and dependent benefits, and education benefits for surviving children. Since some of these benefits are based on lifetime earnings, it is in the minister’s best long-term interest to have the pension base as high as possible.

Dues are paid directly by the church on behalf of the minister. Dues are 14% of salary plus housing – and anything else mutually agreed to by the church and minister. For churches providing parsonages, the value of the parsonage and allowances is either 20% of cash salary **or** fair rental value of the parsonage in your community. If your minister elects to not be in the Pension Fund, then the minister should provide proof of insurance for pension/disability and life insurance as a protection to the church. See the Pension Fund **Change of Ministry Information** form at the end of this Section. Payment schedules are set by the Pension Fund.

b. **Health insurance**

Most ministers participate in the Church-wide Health Care plan through the Pension Fund. There are plans for individuals, couples and families available. Premiums are set each year by the Pension Fund based on group experience. Payment schedules are set by the Pension Fund. Health insurance premiums paid directly by the church to the Pension Fund or another insurance plan are **not** taxable. Compensation paid to ministers in lieu of health insurance or to pay their own premiums is taxable. **If your candidate is not**

*a member of the Church-wide Health Care plan, request that he/she provide proof of coverage through another plan for your protection.*

c. **Social Security offset**

*Ministers must pay self-employment tax (unless they have exempted themselves from the process at the beginning of their ministry using the appropriate IRS procedure); and churches may **not** pay the normal employer's share of FICA for minister. Churches may, however, make a payment to the minister to offset this added burden. The Social Security offset is taxable income for the minister.*

**Note: Ministers may choose to have their estimated income tax and self-employment tax withheld by the church and sent in along with withholding on other employees.**

**This saves the minister from having to put aside income tax money and making quarterly estimated tax payments.**

d. **Tax Deferred Account (TDA)**

*A TDA, preferably with the Pension Fund. State how, when, and to whom this will be paid.*

e. **Continuing education and sabbatical leave**

*It is recommended that ministers be required to engage in at least two weeks of continuing education per year – **at the church's expense**. Continuing education helps ensure that the minister stays fresh and energized for his/her ministry with the church. Both the church and minister benefit. Insisting on and providing continuing education leave, involve time off – **not counted as vacation** – and payment of registration, travel, and room and board. The minister and church should mutually agree on the event(s) and expect the minister to show evidence of his/her learning in his/her ministry. It is also recommended that churches grant their ministers a sabbatical after five years of ministry with the congregation and establish an escrow account to cover the expenses of the sabbatical. Sabbaticals generally are three months, with a definite learning plan benefitting both minister and congregation. Continuing education and sabbatical leaves are usually **not** included in terminal leave time. Ministers may be expected to serve at least one year following their sabbatical, and such an agreement may be included in the negotiated provisions for a sabbatical.*

f. **Vacation**

*The standard vacation time for ministers is **30 days per year**. Vacation and continuing education and sabbatical time may, by mutual agreement, be taken sequentially.*

g. **Sick leave, maternity/paternity leave, and disability**

*If your church does not have a policy providing for sick leave, maternity leave, and disability, work with your board and/or personnel committee to establish one for your new minister and other church employees. Such a policy needs to include the number of days allowed for sick and maternity leave and the number of days the church will continue salary and benefits in event of disability. Normally local disability benefits need to cover the lapse time until Pension Fund and Social Security disability benefits begin.*

3. **Ministry expenses**

Ministry expenses are those incurred by the minister in the course of providing and staying energized for service to the church. They include the cost of:

- a. travel for calls and meetings
- b. furnishing office (if not provided)
- c. church-related entertainment
- d. books and journals
- e. attending assemblies and other professional meetings

These expenses are the church's cost of doing business and need to be either reimbursed to the minister or paid on his/her behalf via a furnished car, church credit card, or direct payment for registration fees, subscriptions, and purchases. Provision of car, direct payment of expenses, or credit card use is preferable. If the minister is to be reimbursed for those expenses incurred in the course of doing ministry on behalf of the church, reimbursement must be on an **accountable reimbursement** system. Otherwise, under IRS rules now in effect, the minister is penalized in trying to take deductions for non-reimbursed ministry expenses; and all allowances paid without regular accounting (such as flat annual or monthly amounts paid for auto, books, assemblies, etc. rather than reimbursement for actual expenses) may be subject to tax. An accountable reimbursement system requires that the minister submit actual expenses with date and purpose to the church for reimbursement at regular intervals (but within **60 days**) and, in the case of flat monthly allowances, repay the church the unspent or unaccounted for portion at least every **120 days**. Mileage for ministerial use of the minister's personal car should be reimbursed at the current year's IRS mileage rate.



Moving expenses are part of the cost of calling a new minister. Costs may be reduced by competitive bidding or doing it yourself with rental equipment (this is not a good option for a move over long distances). Include the minister's travel, meals, and lodging on the way as part of the moving expenses. These projected costs will be a screening factor used by the Regional/Area Minister in contacting prospective candidates, and these items will become part of your negotiation with your candidate of choice. Thus, projecting your ministry costs **before** getting to the search will help determine who you are able to call as your next minister. It is best to project a range so that you will have some room to negotiate; and even then it may be necessary to go back to the board if the person you really want is above your limit but within reach.

### **CONDUCT A CONGREGATIONAL SELF-STUDY**

Conducting a congregational self-study to determine congregational goals and ministry priorities is an important transitional period task. A variety of tools and procedures are available for this task. See the **sample self-study instrument** at the end of this section. The Regional/Area Minister and other resource persons – including the transitional minister – may be called on to help you design your own self-study tools and lead the congregation in the self-study and reflection process.

The purpose of a congregational self-study is to involve members of the congregation in identifying and assessing the congregation's strengths and weaknesses; present and future program, staff, and facility needs; local outreach ministry challenges and opportunities; and ministry expectations and priorities. This shared information helps the search committee have a feel for the pulse of the congregation in completing the **Congregational Profile Form** (see appendix A), writing a descriptive statement about the church, and in conducting its search and interviews and developing priorities. The self-study may be done through questionnaires, small group guided discussions, one-on-one interviews and/or a combination of the three. Questionnaires are best done when there is a "captive" audience, such as at the close of church school classes, or home meeting groups. The typical return on questionnaires sent out by mail or included in the newsletter is 10 to 20 percent. Small home group or fellowship dinner table group settings where questionnaires are completed and answers discussed provide opportunity for participants to reflect on and own the information gathered. Members of the search committee may be assigned and trained to host home meetings or table groups. This provides opportunity to hear the thinking behind the answers and gets the

committee started on the task of processing the information.

### **SOLICIT POTENTIAL NAMES FROM CONGREGATION**

Solicit names of potential candidates from the congregation and inform the congregation what the process and time line is for receiving and processing names. Also be clear that names submitted by the congregation will be handled confidentially and in the same manner as all other potential candidates and that there will be no report back to the congregation on candidates suggested or under consideration.

### **DETERMINE CONGREGATIONAL AND MINISTERIAL PRIORITIES**

Once the congregational self-study has been completed, the search committee collates and digests the gathered data and translates it into a manageable set of commonly shared immediate and long-range congregational and ministry goals and priorities.

### **SHARE RESULTS OF THE STUDY AND PRIORITIES WITH THE CONGREGATION**

Share your set of goals and priorities with the congregation. This may be done through the newsletter or a direct mailing, but it is more desirable to do so in home groups or at table groups. Again, this gives opportunity for discussion, feedback, and ownership of the goals and priorities. This lets the congregation know you have taken them seriously and that the data will become a factor in searching for new ministerial leadership. The data may be fed to committees or planning groups in the church for immediate implementation, and may be used to revise some of the goals for the transitional period. Good ideas, commonly shared and granted priority status, do not have to wait until the new minister comes.

### **PREPARE A ONE-PAGE STATEMENT ABOUT YOUR CHURCH, COMMUNITY AND VISION**

This statement will be shared with potential candidates by the Regional/Area Minister in the screening process. This statement, your **Congregational Profile**, and information in the **Yearbook and Directory of the Christian Church (Disciples of Christ)** will help potential candidates decide whether they wish to become candidates. Therefore, this statement needs to be informative, descriptive, positive and concise. See the **sample statement** at the end of this section.

## **PREPARE THE CONGREGATIONAL PROFILE FORM**

A copy of the **Congregational Profile Form** may be found in appendix A. This form asks for data regarding your church, your community, and your ministerial emphases and projected compensation and benefits. Responsibility for this form may be assigned to one or more members of the committee, but it will probably be necessary to get help from persons outside the committee (such as the church secretary or treasurer) to complete it. Some of the information may be found in your church's most recent **Yearbook Report** (a copy should be on file in the church office). Information for items VIII through XIV has been gathered in doing other pieces of homework mentioned above.

## **SEND PROFILE, SUMMARY OF SELF-STUDY, ONE-PAGE STATEMENT AND LIST OF POTENTIAL CANDIDATES TO REGIONAL/AREA MINISTER**

Sending these materials and names to the Regional/Area office indicates you have done your homework and are ready for the Regional/Area Minister to start screening potential candidates.

## **DETERMINE CRITERIA FOR EVALUATING CANDIDATES**

On the basis of the information you have gathered, determine what criteria you will use to evaluate candidates when you read their relocation papers and references. Reaching agreement on these criteria ensures that all candidates will be evaluated on the same criteria by all members of the committee. Your criteria may include such factors as the priority ministerial emphases on page four of your **Congregational Profile**, experience related to your

**Congregations will have freedom to consider any ordained minister with standing in the Christian Church (Disciples of Christ). The congregation should inform the Regional/Area Minister and request biographical and reference material on all ministers it wishes to consider.**

congregational goals, other skills and characteristics that are important to your congregation. Try to limit yourselves to no more than **10** criteria.

## **PUT TOGETHER A PACKET OF INFORMATION ON YOUR CHURCH AND COMMUNITY**

Assign a member of the committee to start work on this "Chamber of Commerce" packet while the other homework processes are going on. This packet will be sent to the candidates to whom you are giving serious consideration to provide them more detailed information about your church and community. You will need multiple packets for sending to candidates and the Regional/Area office

These packets need to include the kinds of items on the following checklist:

### **Information about your church:**

- recent worship bulletin(s)
- recent newsletter(s)
- a pictorial directory
- a church history
- a copy of the constitution/bylaws
- the last annual report and/or budget
- description and pictures of church facilities and parsonage

**Congregations will keep the Regional/Area Minister informed of all names being considered, including persons who apply directly to the congregation and persons whose names are suggested by members of the congregation and the search committee.**

### **Information about your community:**

- online resources
- housing
- schools/colleges
- cultural opportunities
- parks and recreation facilities
- businesses and economic base
- a community or county map

Some of this information may be available from your Chamber of Commerce, Visitor's Bureau, County Extension Service, etc.

## **MAKE A VIDEO ABOUT YOUR CHURCH**

If your congregation has access to video equipment, you may want to consider producing a promotional Video about your church. In the production, you can conduct a tour of your church including vital information about the congregation and community. The video could be recorded on DVD, placed online, or sent electronically to candidates.

**MINISTER COMPENSATION AND BENEFITS WORKSHEET**

Compensation		
Cash Salary	\$	_____
Housing Allowance or Parsonage Utility Allowance	\$	_____
Compensation Total	\$	_____
Benefits		
Pension Fund: 14% of compensation total (above)	\$	_____
Health Care: Single (Disciple Plan)	\$	_____
Family (Disciple Plan)	\$	_____
Other	\$	_____
Social Security Offset		
_____ % of compensation total (above)	\$	_____
Benefits Total	\$	_____
<b>Compensation and Benefits Total</b>	\$	_____

**CONGREGATION BUSINESS EXPENSE WORKSHEET**

Automobile – Reimbursable (\$_____ ) per mile or	\$	_____
Provided, Operational and Maintenance Expense	\$	_____
Assembly/Meeting Expenses	\$	_____
Books/Periodicals	\$	_____
Continuing Education	\$	_____
(Minister’s Week, Workshops, etc.)		
(Continuing education is necessary for ministers to maintain standing in Region.)		
Sabbatical Expenses	\$	_____
(Regional policy on sabbaticals suggests that after five years ministers receive a three-month sabbatical.)		
<b>CHURCH BUSINESS EXPENSE TOTAL</b>	\$	_____
<b>BUDGET TOTAL (Compensation, Benefits, Church Business Expense)</b>	\$	_____

## SAMPLE ONE PAGE DESCRIPTIVE STATEMENT

First Christian Church of \_\_\_\_\_ celebrated its centennial in 1987. We are very proud of our long, rich Disciple heritage. We perceive ourselves to be a very caring, compassionate, and congenial congregation with a strong sense of covenant community. We have grown significantly in the last five years in the areas of membership, stewardship, and outreach. We feel this growth indicates a seriousness about the church and ministry that speaks of growth in spirituality as well. We are also blessed with an absence of conflict or division. We are a congregation of 335 participating members consisting of all ages, the largest single group (20%) being retired persons, many of whom have intentionally chosen \_\_\_\_\_ as a very desirable location for the later years.

Almost half of the membership is engaged in business or professional occupations. The attendance at morning worship averages, at the present time, about 150-160.

We recognize the need for further growth in the areas of youth activities, visitation, evangelism, leadership development, and the expansion of the physical facilities – and these are among our goals for the next **five** years. A major step toward these goals was taken recently in the hiring of a second full-time staff member in the role of minister of music and education.

The strength of our outreach program is exemplified by the use of our facilities for community activities, e.g. parenting classes, grief seminars, Foster Parents, child welfare board, Scouts, and Salvation Army. We also participate in the Community Food Pantry, after-school child care program, ministerial alliance, and Campus Christian Life Center. We were the initiators of a “Labor of Love” project for the repair of housing for low income people in our community. This has now become an incorporated group, including other churches in the community. We are actively involved in the area, regional, and general expressions of the Christian Church (Disciples of Christ).

Our physical facilities are in very good condition, but will need to be expanded if significant growth is experienced. Additional land adjacent to the present location was purchased recently in anticipation of future expansion. Our total indebtedness is less than \$40,000. The church owns a three-bedroom, 2,000-square-foot parsonage that is in excellent condition. It is convenient, but not adjacent to the church.

The community of \_\_\_\_\_ is a small town (12,000) with a big heart and a lot to offer for a community its size. It is located in \_\_\_\_\_ County among numerous lakes and recreational facilities. The community recently completed a new, very modern high school and a state of the art medical center. \_\_\_\_\_ is home to \_\_\_\_\_ College, which offers many educational, sports, and cultural opportunities. Other points of community interest include an exceptional community center offering opportunities for cultural activities, as well as swimming, gymnastics, and other sports activities. A first class little theater group and community concern program round out the offerings of this rapidly growing community. Major shopping areas are within an hour’s drive and the nearest major city area is \_\_\_\_\_ miles away.



## **SECTION 2: Membership Development/Administrative Ministries**

**NOTE: Please circle "1" ONLY three (3) times in this section.**

### Administrative Leadership

1 2 3 4 5

Pastor accepts responsibility for administrative leadership; encourages shared leadership; helps persons develop their leadership abilities; encourages others to assume and carry out congregational leadership.

### Congregational Communication

1 2 3 4 5

Pastor encourages two-way communication in the congregation; shares information, encourages shared problem-solving in the congregation.

### Evaluation of Program & Staff

1 2 3 4 5

Pastor plans and implements evaluation of programs; establishes procedures to evaluate staff performance in accord with goals and objectives.

### Minister's Personal Creativity and Resourcefulness

1 2 3 4 5

Pastor plans and leads program activities; is imaginative and innovative; utilizes fresh and stimulating resources.

### Planning Congregational Life

1 2 3 4 5

Pastor understands long-range planning and goal-setting; helps leaders work together in making long-range plans and in problem-solving; works with committees and officers; works effectively on a team.

### Stewardship & Commitment Program

1 2 3 4 5

Pastor is committed to stewardship education; encourages regular stewardship growth; challenges the congregation to commitment to the church's work.

### Congregational Fellowship

1 2 3 4 5

Pastor builds a sense of fellowship and community; reaches out to inactive members; accepts persons with divergent background and traditions.

## **SECTION 3: Pastoral & Worship Ministries**

**NOTE: Please circle "1" ONLY three (3) times in this section.**

### Congregational Home Visitation

1 2 3 4 5

Pastor makes pastoral calls on people in their homes.

### Corporate Worship

1 2 3 4 5

Pastor plans and leads worship; works with the congregation to develop a rich life of devotion and praise.

**Counseling**

1 2 3 4 5

Pastor maintains confidentiality; pastor is compassionate and sensitive to other's needs; helps persons develop emotional maturity and security; knows when to refer.

**Hospital and Emergency Visitation**

1 2 3 4 5

Pastor makes pastoral calls on persons in hospitals and nursing homes; ministers to persons in crisis situations.

**Proclamation of the Word**

1 2 3 4 5

Pastor is an effective preacher; can articulate personal faith; illumines, inspires and motivates persons to be active Christians in the world.

**Spiritual Development of Members**

1 2 3 4 5

Pastor models life of prayer and study; helps persons develop their spiritual life; encourages persons to relate their faith to their daily lives.

**Section 4: Goals for the Next Five Years**

In the spaces below, please list FOUR things you would like to see accomplished in this congregation in the next five years.

After you have listed your four goals, then prioritize them by numbering them "1" through "4" with "1" as the MOST IMPORTANT and "4" as the LEAST IMPORTANT.


Please list a few personal & professional qualities that you consider important for our new pastor to possess.

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

Thank you for your assistance with this process!  
Please keep the Search Committee, and the candidates that they will be considering, in your prayers during this time.



## SECTION FIVE: SELECTING A CANDIDATE

### CONTACTING POTENTIAL CANDIDATES

**Region/Area will receive and review all ministerial Search and Call materials from the Disciples Home Missions (Division of Homeland Ministries) giving special attention to those persons who have indicated an interest in their Region/Area.**

**Region/Area will secure permission from any minister not actively in the Search & Call process before releasing references to a search committee. The minister has the right to know the name and location of the interested congregation.**

**Congregations will keep the Region/Area informed of all names being considered, including persons who apply directly to the congregation and persons whose names are suggested by members of the congregation.**

**Ministers will not initiate the a ministry call by contacting the congregation directly. Ministers will contact the appropriate Region/Area if they wish to be a candidate for a specific congregation in that Region/Area and request that their names be submitted to the search committee.**

**Ministers will advise the Region/Area, if contacted directly by a congregation, should mutual interest in exploring a possible call be determined.**

**Region/Area will encourage congregations to give fair and equal consideration to candidates regardless of their race, ethnic origin, sex, age, or physical disability.**

Following receipt of the **Congregational Profile**, self-study summary, one page statement, and list of suggested candidates, the Regional/Area Minister will build a list of potential candidates. Names will come from at least **four** sources:

1. Your list of suggested names.
2. Persons who request their names be submitted to your committee.
3. The current denominational listing of persons seeking in the Search and Call process.
4. The Regional/Area Ministers and leaders in the denomination.

With the exception of the first two sources, potential candidates will be identified from matching their profiles with your profile, self-study, and summary statement.

**Candidates who contact the search committee directly are to be referred to the Region/Area and subjected to the same screening process as other possible candidates.**

### CONTACTING POTENTIAL CANDIDATES

Once a list of potential candidates has been compiled, the Region/Area or committee will contact them by mail, email or phone to determine if they are interested in being considered. It is important to understand of potential candidates are still available for relocation before spending valuable search committee time considering their ministerial profile

For each candidate willing and requesting to be considered by your committee, the Region/Area will furnish a complete copy of his/her **Ministerial Record Form, Search and Call Assistance Form**, and four **References**.

It is **CRITICAL** to make sure that potential candidates are still available **BEFORE** spending valuable search committee time considering their profile.

## THE SEARCH COMMITTEE RECEIVES MINISTERIAL PROFILES

This meeting is the crucial first step in the committee's selection of a candidate. **It is imperative that all members be present and participate in the entire meeting.**

The committee's task during this meeting is to receive the papers of all the candidates presented by the Regional/Area Minister.

1. *review the process used in screening the candidates;*
2. *orient the committee to the contents of the Search and Call papers and how to read them;*
3. *committee members privately rate their top **three** candidates;*
4. *committee members each share their top **three** candidates, with brief explanation of their reasons for these choices;*
5. *the committee reaches consensus on the top three to five candidates (this becomes the committee's "short list" of candidates.*

**Congregations will stay in communication with candidates whom the search committee has contacted, especially informing candidates who are no longer being considered for the position.**

If it has not already done so, the committee agrees on whether to gather additional information on the candidates and their ministries via phone interviews or written responses to a set of questions. If the committee chooses to do phone interviews, and has not done so yet, it needs to agree on a schedule for conducting these interviews.

**Note: Allow up to 45 minutes per conversation plus 15 to 20 minutes of shared evaluation after each call.**

## MAKE PHONE CONTACT WITH SHORT-LIST CANDIDATES

Immediately following the above meeting, the Regional/Area Minister or the chair or designated member of the search committee calls the short list of candidates to:

- be sure they are still available and interested;
- indicate that the committee will be requesting additional personal and ministry information either in written or verbal form (if an initial phone interview is desired, set a time and date in this call);
- answer **clarification only** type questions for the candidates;

- let them know a packet of materials will be sent for their review.

## SEND INFORMATION PACKETS TO SHORT-LIST CANDIDATES

Immediately after the preliminary phone contacts have been made, the secretary or Region/Area office sends each short-list candidate an **information packet including Congregational Profile, descriptive statement, and "chamber of commerce" type information about the community.** If the committee has chosen to gather additional information from the candidate in written form, the list of additional information requested and/or questions to be answered

**Regional/Area Minister will share with specific search committees biographical and reference information on any minister with standing in the Christian Church (Disciples of Christ) who requests consideration in that congregation.**

are included in this mailing. See #2 below: **Request Additional Information.** If your committee has chosen to conduct preliminary phone interviews, the packets may need to be sent priority mail to ensure they arrive well in advance of the interviews.

It is recommended that the Search Committee prepare and include a photo and one paragraph biographical statement about themselves as introduction to the candidates. Some have written about their experience at the church, how long they've been in the congregation, what group they represent on the Search Committee, what kind of work they do, etc. Some have shared their baptism stories, a brief faith journey, or a prayer for the candidate. It needs to be authentic and helpful to someone who doesn't know the congregation or the community. The use of current technology could also enable you to do this in an "interview" format on a video. It is designed to help the candidate be aware of the persons who are serving on the Search Committee and understand more fully to whom they will be having conversations.

## INFORM CANDIDATES NOT ON THE SHORT LIST THAT THEY ARE NO LONGER UNDER CONSIDERATION

Following the rating session, the candidates who do not make the short list are notified that they are no longer under consideration. See the sample **letters** at the end of this **Section.**

## **GATHER ADDITIONAL INFORMATION ON SHORT-LIST CANDIDATES**

The next step in determining who your top candidate will be is gathering additional information on your short-list candidates. This is done by **contacting references** and requesting **additional information** and/or conducting **phone interviews**.

*The order in which these take place needs to be negotiated carefully with the ministerial candidate.*

### **1. Contact candidates' references**

Members of the committee may be assigned candidates for whom to contact references, and then share their findings with the whole committee. Information from references may be helpful in drafting questions to ask specific candidates on additional information questionnaires and in both preliminary phone interviews and face-to-face interviews. In addition to contacting the candidates' references, it is appropriate to contact other persons who may be able to provide information on the candidates' personal and professional life – **as long as these contacts are discreet and confidential. Always contact the Regional/Area Ministers where your candidates are presently serving.**

### **2. Request additional information**

Draft a set of four to six **common** questions and hypothetical situations (ensuring that all candidates will respond to the same questions) and four to six **specific** questions to follow-up on information in the candidate's **Search and Call Assistance Form** and **Ministerial Profile**, and comments from references. See the sample **common interview questions** at the end of this **section**.

Candidates may be given the option of responding to your questions in a written **statement** or on **video tape**. Set a reasonable deadline for receiving responses from the candidates.

### **3. Conduct phone interviews**

Phone interviews are based on the same kind of **common** and **specific** questions referred to above.

Decide who will ask the questions during the phone interview. Allow up to 45 minutes per conversation plus 15 to 20 minutes for phone interviews. Since the candidate will want and be invited to ask you questions during the phone interview, try to anticipate the questions he/she might ask. You might find it helpful to role play an interview, having a member of your church, a nearby minister or the Regional/Area minister play the role of a prospective candidate. *Phone interviews, like the rating session, need to have*

*100% participation. Phone interviews are best conducted where there is **a speaker phone**, privacy, and a table large enough for all the committee to sit around the phone and take notes. This may be at the church or home or office of a committee member. Many church offices have speaker phones; members of the committee may have speaker phones. The use of a speaker phone enables all members of the committee to actively participate in the interview.*

**At an agreed upon time, the committee gathers around a speaker phone. The chairperson places the call. The suggested format for a phone interview is as follows:**

- a. *The chairperson greets the interviewee and sets the scene for the call;*
- b. *The chairperson introduces the members of the committee or has them introduce themselves – including first names, occupation, and key leadership responsibilities in the congregation;*
- c. *The chairperson reviews how the interview will proceed and asks the first question;*
- d. *The chairperson or members proceed through their common and specific questions – taking no more than two-thirds of the allotted time;*
- e. *The candidate is then given opportunity to ask his/her questions of the committee;*
- f. *The chairperson monitors the time and concludes the interview by thanking the candidate, reviewing the committee's process and time line from here, and assuring the candidate that he/she will be contacted again by the committee within two weeks regarding the status of his/her candidacy.*

**Immediately following each phone interview the committee takes 15 to 20 minutes to share initial reactions and observations.**

**New Technologies might enhance this process. If your search committee and candidates have access to technologies like Skype, ooVoo, or YouTube, consider adding these to your mix. CAUTION: it is critical to practice connections to be sure the technology will work when needed.**

## RE-RATE/PRIORITIZE CANDIDATES AFTER RECEIVING ADDITIONAL INFORMATION OR PHONE INTERVIEWS

At its next meeting (within a week), the committee discusses each candidate's response to the request for additional information or phone interview and re-rates the candidates. Try to reach consensus on the **top candidates and the order of preference** (first, second, third choice). Then decide if you will have a face-to-face interview with all your choices or only your top choice. If you decide to follow up with only one candidate, inform the other phone interviewees of your decision to do so. *This does not necessarily mean you have eliminated them, only that they are not your top candidate at this point.*

## SCHEDULE A VISIT TO HEAR THE TOP CANDIDATE(S) PREACH (OPTIONAL)

If it is desired and feasible, schedule a time as soon as possible for all or part of the committee to hear the top candidate(s) preach **in his/her own worship setting**. Hearing candidates preach is an optional way of learning about their preaching, worship leadership, and ministry skills. Preaching is only one aspect of ministry, and hearing one sermon may not be a true measure of a candidates' skill in that one area. Contacting references may be a truer measure of preaching and worship leadership skills. See the **Sample Preaching Questions for Use in Contacting References** at the end of this section.

If going to hear your candidate(s) preach is important to your committee, decide if this visit will occur **before or after** your face-to-face interview(s). **Then clear your visit with the candidate(s)**. This way you know your candidate(s) will be preaching. You may also arrange to take the candidate(s) (and spouse) out for lunch and an informal interview after worship. See the **Sample Questions for Evaluating A Prospective Minister's Performance in His/Her Present Locale** at the end of this Section.

If distance or finances prevent hearing your candidate(s) first hand, you may choose one of the following options for hearing him/her preach:

1. *Have the candidate(s) **video record** a worship service. Many churches are now routinely recording their services. You may also request that the candidate(s) (and family) add an informal five to 10 minute introduction of themselves at the end of the video.*
2. *If video recording is out of the question, request an **audio tape** of a worship service with an informal introduction at the end.*

## SCHEDULE FACE-TO-FACE INTERVIEWS(S) WITH TOP CANDIDATE(S)

When you contact your top candidate(s) following the phone interview and your re-rating, negotiate a time for the candidate(s) (and spouse, if married) to come for a formal, "let's-get-serious" interview. Indicate that the purpose of this interview is for the candidate(s) to visit your community and church and to have a formal interview. Be clear with the candidate(s) whether he/she is your sole interviewee or one of several being interviewed at this point. If you choose to interview more than one candidate, spread the interviews over several days or weeks so there is some time in between interviews.

If you choose to go to the formal visit and interview stage with **only one candidate**, decide before making the contact if you will combine this visit and interview with other steps in the process. Under mutually agreed upon conditions, it is possible to have a multi-day visit incorporating a community visit, interview, negotiation of terms of call, special board meeting, and informal congregational meeting with the candidate (and spouse/ family). If so, refer to **Making a Call, Section 6**.

## PREPARE A LIST OF QUESTIONS FOR THE FACE-TO-FACE INTERVIEW(S)

Review the procedures in this section on phone interviews and preparing questions for additional information. Follow the same steps in the final stage of interviews. Determine the critical, unanswered questions you want answered before making a final decision.

## HAVE CANDIDATE(S) COME FOR INTERVIEW(S) AND COMMUNITY VISIT(S)

As part of your planning, decide who will make the necessary arrangements including: travel arrangements; meeting on arrival, whether by plane or car; hotel or motel accommodations and billing; meals and hospitality; local transportation if coming by plane; touring the town/area; visiting schools; hosting spouse/family during interview; providing child care; etc.

## CONDUCT FACE-TO-FACE INTERVIEW(S)

Schedule this interview so that all the members of the committee can be present. Conduct the interview in a private, comfortable place in the church or at a committee member's home. If the interview is to be in the evening, the committee might wish to have dinner with the candidate and spouse prior to the meeting. Allow at least an **hour-and-a-half** for the formal interview. The **format** for this interview will be much

the same as a **phone interview** (this section).

If you sense all is going well in this interview, you may include discussion of terms of call with the candidate. Be prepared for this part of the discussion. Refer to the discussions of a projected package cleared previously with the board, Section 4, and to the detailed discussion of negotiation, Section 6. This is only **preliminary** discussion to let you know if you are in the ball park with this candidate – and vice versa.

Conclude the interview as you would a phone interview – by reminding the candidate of the follow-up process and time line. Follow the interview with a brief evaluation of the interview. If you are interviewing only one candidate, reach consensus on whether to go on to the next stage with this candidate.

### **RE-RATE/PRIORITIZE CANDIDATES AND REACH A CONSENSUS ON THE TOP CANDIDATE**

If you have more than one candidate in for a community visit and formal interview, follow the same procedure for re-rating candidates as you did following the phone interviews. Your objective here is to reach consensus on the top candidate.

### **DETERMINE HOW TO PROCEED IF NEGOTIATIONS WITH YOUR TOP CANDIDATE FALL THROUGH**

Before notifying the other finalist candidates of their status, determine how you will proceed if negotiations with your top candidate break down and you are unable to make a call. Decide if you will then go to your second (and third choice if necessary) or start all over again with new names.

### **KEEP THE OTHER CANDIDATES INFORMED OF WHERE YOU AND THEY ARE IN THE PROCESS**

Your decision on how to proceed in event of failure to reach a call with your top candidate determines what you will say to the other candidates after the phone interviews. Regardless of your decision, notify your candidates where you are in the process, what their status is, how you will proceed, and what your time line will be. **Never go more than two weeks without updating all your active candidates.**

## **AN OVERVIEW OF THE SEARCH & CALL PROCESS IN THE CHRISTIAN CHURCH (DISCIPLES OF CHRIST)**

- The congregation does a self-study; completes a **Congregational Profile**; writes a one page descriptive statement about the church, community, and minister sought; solicits names of prospective ministers from the congregation.
- The search committee sends the above materials to the Regional/Area Minister, who uses that information to screen prospective candidates in the Search and Call process.
- Prospective candidates suggested by the congregation and selected from the Search and Call process are contacted to see if they are interested in being considered.
- The search committee receives minister profiles of all ministers contacted who responded affirmatively and all those who requested their names be submitted to that congregation.
- The search committee reads and rates all papers submitted. Only the papers of those candidates remaining for further consideration at that session are left with the committee.
- Candidates no longer being considered are notified immediately by either the committee or the Region/Area.
- Candidates being considered are also contacted immediately and requested to either submit additional information or participate in an initial telephone interview.
- The committee may arrange to hear candidates preach or request that they submit an audio or video tape of a worship service.
- The committee will follow-up with references and other confidential contacts.
- The committee will re-rate candidates after initial contacts and interviews.
- The committee will then proceed with on-site interviews with one or more finalist candidates.
- The committee will negotiate with only one candidate in the final stages.
- The committee or Region/Area will notify candidates as they are eliminated from consideration.
- The congregation and minister prepare a written letter of call or contract and a copy is furnished to the church, minister, and Regional/Area Office.
- The Region/Area Minister conducts a review of the Search and Call process and the performance of the new minister at the end of the first six months.

The Search and Call process adopted in this manual, in part, is governed by the section on Ministerial Search and Call in the *Theological Foundations and Policies and Criteria for the Ordering of Ministry, 2009*. These guiding principles were adopted by the 2009 General Assembly in Indianapolis and become effective August 1, 2011. A copy of that document may be secured from the Disciples Home Missions (Division of Homeland Ministries) in Indianapolis or from any Region.

**Following are excerpts from the section on Ministerial Search and Call:**

- Congregations will have freedom to consider any minister with standing in the Christian Church (Disciples of Christ) or any Ordained Ministerial Partner who has been qualified by a Region to seek a call. The congregation should inform the Region and request biographical and reference material on all ministers it wishes to consider.
- Congregations will keep the Region/Area informed of all names being considered, including persons who apply directly to the congregation and persons whose names are suggested by members of the congregation.
- Regional/Area Ministers will receive and review from all ministerial Search and Call materials from Homeland Ministries giving special attention to those persons who have indicated an interest in their Region/Area.
- Region/Areas will secure permission from any minister not actively seeking relocation before releasing references to a search committee. The minister has the right to know the name and location of the interested congregation.
- Ministers will not initiate the Search and Call process by contacting the congregation directly. Ministers will contact the appropriate Region/Area if they wish to be a candidate for a specific congregation in that Region/Area and request that their name be submitted to the search committee.
- Ministers will advise the Regional/Area Minister, if contacted directly by a congregation, should mutual interest in exploring a possible call be determined.
- Regional/Area Ministers will share with specific search committees biographical and reference materials on candidates who appear to meet the requirements of the congregations with whom the Region/area is working.
- Regional/Area Ministers will share with specific search committees biographical and reference information on any minister with standing in the Christian Church (Disciples of Christ) who requests consideration in that congregation.
- Region/Area will encourage congregations to give fair and equal consideration to candidates regardless of their race, ethnic origin, sex, age, or physical disability.
- Congregations will stay in communication with candidates whom the search committee has contacted, especially informing candidates who are no longer being considered for the position.
- Congregations may talk with a number of ministers concurrently, but will negotiate with only one at a time. (A search committee and candidate are in negotiation when both agree that they will not discuss the Search and Call process with any other candidate or search committee until the expiration of a mutually agreed upon date.) It is the obligation of the search committee to be specific with the minister about its degree of interest.
- Ministers will negotiate with only one congregation at a time. It is the obligation of the minister to be specific with the congregation about the degree of interest.
- Ministers will stay in communication with search committees who have indicated interest, especially informing a congregation immediately when a decision has been made not to consider accepting a call to that particular congregation.

**SAMPLE  
LETTERS TO CANDIDATES NO LONGER UNDER CONSIDERATION**

**1. From the search committee:**

Date

Name  
Address

Dear \_\_\_\_\_:

The search for a new minister for the \_\_\_\_\_ Christian Church (Disciples of Christ) is progressing nicely. We were encouraged and heartened by the number and quality of the candidates. Our committee has taken seriously the task of determining the present and future ministry needs of our congregation.

At our most recent meeting we met with our Regional/Area Minister to review the resumes of all candidates who expressed interest in our church. I regret to inform you that you are no longer under consideration as a candidate.

On behalf of the committee, I want to thank you for your interest in \_\_\_\_\_ Christian Church and your willingness to have us consider you as a candidate. May God bless your life and ministry in the service of Jesus Christ and his church.

Sincerely,

\_\_\_\_\_  
Secretary, search committee

cc: \_\_\_\_\_, Regional/Area Minister



**2. From the Region/Area**

Dear \_\_\_\_\_:

The search committee of \_\_\_\_\_ Christian Church (Disciples of Christ) of \_\_\_\_\_ has asked me to inform you that you are no longer under consideration as a prospective minister for their congregation.

We thank you for your interest in \_\_\_\_\_ Christian Church and for your willingness to be considered as a candidate. May God bless your life and ministry in the service of Jesus Christ and his church.

If I may be of continuing service to you or you wish to be considered for other openings as they occur in the \_\_\_\_\_ Region/Area, please call me.

Sincerely,

\_\_\_\_\_  
Regional/Area Minister

cc: \_\_\_\_\_, Secretary, search committee



## SAMPLE QUESTIONS FOR INTERVIEWING CANDIDATES

The way to find out something is to ask questions. One critical task of the search committee is determining and preparing questions to ask candidates in written, phone, and face-to-face interviews. Interview questions need to give the interviewee an opportunity to demonstrate how he/she thinks, expresses him/herself, and handles particular situations. Below is a sample list you may use in creating your own set of candidate-specific questions:

1. Tell us about yourself.
2. What do you like to do for fun; what are your hobbies and interests?
3. Tell us about your calls to ministry. How did you come to choose ministry as a life work?
4. What are the strengths you feel you would bring to ministry with us?
5. Tell us about your present ministry and your most satisfying achievements there.
6. Why are you interested in relocating at this time – and why are you specifically interested in our church?
7. What are your long-term ministry goals?
8. What do you especially enjoy about being a minister?
9. What aspect of ministry do you least enjoy or find most difficult?
10. What are your sources of inner strength; what keeps you renewed and going?
11. What are your growing edges; what is the next spiritual step or two you want to take in your growth?
12. Describe the ideal church you would like to serve.
13. How comfortable are you with children, teens, young adults, middle age, seniors?
14. How do you handle criticism – particularly unfair criticism – by church members?
15. What do you think is most critical to a church's growth? What stifles church growth?
16. What would you look for in candidates for elder, deacon, board chairperson, teacher, or youth leader?
17. How much authority should a minister have in the church's affairs?
18. How have you supported the larger work of the Disciples; what makes you most proud about being a Disciple; what concerns you most about the Disciples right now?
19. How have you supported the ecumenical church; how important is ecumenical participation to you?
20. Present a hypothetical situation or two embodying some current or immediately past experiences or concerns of the congregation.
21. After seeing the Congregational Profile and information we sent you, what do you see as the strengths and growing edges of our congregation?
22. If we were to call you as our minister, what would you see as your beginning goals; what would be your top priorities for the first six months; what would you want to change as you begin?
23. Describe your preaching style and content. Do you use the lectionary?
24. Tell us about your approach to the worship service, the use of music, liturgy, lay leaders, etc.
25. Tell us about your experience and role as pastoral counselor. What kind of priority do you give to counseling?
26. How do you approach the ministry of visitation? Do you have a routine and priorities in your visitation?
27. Describe a typical day and week for us.
28. Tell us about your role in relation to Christian education and youth programs. What roles and programs have worked for you?
29. How have you or how would you like to approach the development of lay leadership?
30. How do you approach controversial social and moral issues? What has been your role as a pastor in approaching these issues in the church and community?

***Note: Remember that the candidate will want to ask you questions based on what he/she knows or wants to know about you. Try to anticipate these questions and have answers ready.***

After your interview, ask yourselves:

1. Does this candidate's views of the church and ministry and his/her experience and style fit the needs of our church?
2. How will this candidate develop, use, and work with lay leadership?
3. Will this candidate be challenged by our congregation's needs and opportunities?
4. Will this candidate's leadership and/or preaching style be accepted in our congregation?
5. Is this candidate fully supportive of and involved in Disciples work?
6. Does the candidate's theological, biblical, and social positions seem compatible with those of the congregation as a whole?
7. What is your gut feeling about this candidate?
8. What additional information do you need before making a decision about this candidate?



### **SAMPLE QUESTIONS FOR EVALUATING A PROSPECTIVE MINISTER'S PERFORMANCE IN HIS/HER PRESENT LOCALE**

The following questions are intended to assist you in evaluating what you see and experience in a visit to the current congregation(s) of your candidate(s). These questions are only representative and you may come up with your own version or additional ones.

1. **Facility**
  - a. Was the church easy to locate and well-marked?
  - b. Did the building and grounds give evidence of being well-cared for?
  - c. Were there directions to assist you in finding your way around inside the building?
2. **Worship Service**
  - a. Was the order of worship easy to follow? Was the bulletin neat, clear, and easy to read and follow?
  - b. Was the service formal or informal?
  - c. Was the worship service inspirational? Did it have a sense of flow? Did the music, liturgy, scripture, sermon all have a common theme or sense of unity?
  - d. Did the minister share worship leadership?
  - e. Did the minister appear at ease and well-prepared? Was scripture an integral part of worship?
  - g. What did the prayers reflect about the congregation's prayer concerns and life? The minister's?
  - h. What role did the minister play in the observance of the Lord's Supper?
  - i. Were children involved/welcome in the service? Teens? Young adults?
3. **Sermon**
  - a. Refer to the list of sermon-related questions
  - b. Was the sermon scripture-based? How was scripture used in the sermon?
  - c. Was the sermon well-organized, clear, and easy to follow? Did it show evidence of thought and preparation?
  - d. Was the delivery clear, direct, varied in tempo and tone, captivating; was the minister at ease in the pulpit? Did the minister use proper English and good diction?
  - e. Was the sermon life-related? Did it speak to you?
  - f. What was the reaction of the congregation during the sermon? Comments after the sermon?
4. **Theological Stance**
  - a. What did the worship service, sermon, music, etc. reveal about the minister's biblical and theological stance?
  - b. Does the minister's theology seem compatible with that of your congregation?
5. **Christian Education**
  - a. From visiting classrooms, observing bulletin boards, announcements, minister's comments, members' comments, what is your impression of the Christian education program?
  - b. What clues did you see/hear about the minister's role in and support of Christian education?
  - c. What evidence was there of programs for children, youth, young adults, families, singles, seniors?
  - d. What kind of curriculum materials are being used in classrooms? What do they tell you about the congregation and the minister?
6. **Outreach**
  - a. What did the announcements, bulletin, bulletin board, members' comments tell you about the support of the minister and congregation for Disciples of Christ outreach ministries?
  - b. Does the minister's present congregation observe Disciples Special Days?
  - c. What kind of social conscience came through in the worship service, prayers, sermon, announcements, etc?
  - d. What did you learn about the church and minister's participation in local mission/outreach projects?

7. **Disciples of Christ Relationships**
  - a. Was it obvious from exterior signs and symbols, bulletin boards, worship bulletin, sanctuary and vestment symbols, observance of communion, etc., that the church is proud of its Disciples of Christ identity?
  - b. What evidence was there that the minister and congregation are actively involved in Disciples local, area, regional, and general programs?
8. **Friendliness and Sense of Community**
  - a. Did you sense this is a friendly or cold; welcoming or distant; inclusive or cliquish congregation?
  - b. How were you greeted? Were you made to feel at home?
  - c. How were others greeted?
  - d. Were visitors acknowledged and welcomed?
  - e. Was there a fellowship time before, during, or after the service? If so, what did you observe about the people and the pastor during this time?
  - f. What did you observe about the relationship between the minister and congregation?
9. **Personal Characteristics, Traits**
  - a. Did the minister exhibit a pleasing and appropriate personal appearance?
  - b. Were his/her actions and comments appropriate?
  - c. Was the minister a person with whom it was easy to visit?
  - d. What did the church schedule and conversations reveal about the minister's use of time? Hobbies ? Recreation? Family life?
  - e. Did the minister exhibit a positive attitude about life, the church, ministry, etc?
  - f. How would you describe the minister's personality after seeing and visiting with him/her? Does he/she seem compatible with your congregation?
  - g. Other critical observations?



#### SAMPLE PREACHING QUESTIONS FOR USE IN CONTACTING REFERENCES

The questions below are designed for use by search committees in visiting with candidates' references. Use these questions with references who have heard the candidate preach over a significant period of time. If your candidate has not provided such a reference, ask him/her to do so. These questions are also useful in evaluating sermons submitted on tape or heard on location.

1. How would you generally describe his/her preaching?
2. What would be your highest point of praise about his/her preaching?
3. What would you say was the weakest point in his/her preaching?
4. Does he/she use a variety of themes?
5. Does he/she use illustrations and stories?
6. Is there a prominent biblical content each week?
7. Does his/her preaching apply to life situations with which the congregation can identify?
8. Is his/her preaching ever prophetic, challenging the idolatries of our time and culture?
9. Does the Good News come through in his/her preaching regularly?
10. Does he/she have good voice inflection?
11. Does he/she maintain good eye contact with the congregation?
12. Does he/she show physical energy in the pulpit?
13. Is there anything unusual about his/her preaching style?
14. How long are his/her sermons normally?
15. If he/she uses a manuscript, does it get in the way of good communication?
16. Is it obvious from listening to his/her sermons that he/she works hard in sermon preparation?
17. How do his/her personal faith and life experiences come through in his/her sermons?

## SECTION SIX: MAKING A CALL

### ENTER NEGOTIATION WITH YOUR TOP CANDIDATE

Congregations may talk with a number of ministers concurrently, but will negotiate with only one at a time. (A search committee and candidate are in negotiation when both agree that they will not discuss relocation with any other candidate or search committee until the expiration of a mutually agreed upon date.) It is the obligation of the search committee to be specific with the minister about its degree of interest.

Ministers will negotiate with only one congregation at a time. It is the obligation of the minister to be specific with the congregation about the degree of interest.

Ministers will stay in communication with search committees who have indicated interest, especially informing a congregation immediately when a decision has been made not to consider accepting a call to that particular congregation.

Once you have agreed on your top candidate (or agreed to go on with your one candidate), you move to formal negotiation of terms of call. The **Policies and Criteria** document quoted in the box above defines formal negotiation as that stage at which both your committee and the candidate "agree that they will not discuss relocation with any other candidate or search committee until the expiration of a mutually agreed upon date." Negotiation at this point means confirming the tentative terms discussed and agreed to at the time of the interview. If you interviewed more than one candidate, negotiation will probably involve contact by phone to present, discuss, and agree to final terms of call.

Congregations will provide a fair salary (including parsonage provision) within the capabilities of the congregation, as well as adequate benefits (pension, health insurance, continuing education and Social Security offset).

Congregations will provide for reimbursement of church-related expenses to cover actual expenses of accomplishing ministry.

Items to be negotiated and agreed on include:

1. Compensation
2. Employee Benefits
3. Ministry Expenses
4. Background Check Cost Reimbursement
5. Other Provisions or Terms of Call

*These miscellaneous provisions may include:*

- a. Performance Review
- b. Termination/resignation
- c. Job Description
- d. Office Hours and Days Off
- e. Provision for working on an advanced degree or engaging in outside ministry, consulting, counseling, teaching, or other employment.

### DRAFT A WRITTEN CONTRACT OR LETTER OF CALLING

At the conclusion of your negotiations with your candidate, draft a written contract or letter of call. See the **Letter of Calling** at the end of this **Section This form can be downloaded at:**

<http://www.disciplehomemissions.org/Ministers/PDFfiles/LetterofCall.pdf>

Once drafted, this letter should be signed by the candidate and the chair of the search committee. This contract or **Letter of Calling** is still preliminary but morally binding on both parties, subject to acceptance by the board and issuance of a call from the congregation. **Do not** go to the board with a recommendation unless you have assurance from the candidate that s/he will accept a call, on these terms, if issued. This contract or **Letter of Calling** is part of the committee's presentation to the board for action.

**Congregations will issue a written call providing copies of the call for the congregation, the minister, and the Region/Area.**

### **NOTIFY THE BOARD CHAIRPERSON**

As soon as you have reached agreement with your candidate, notify the board chairperson that the committee is ready to recommend a candidate to the board for action and request a called meeting of the board for this purpose.

### **PREPARE BIOGRAPHICAL DATA ON THE CANDIDATE (AND SPOUSE/FAMILY)**

Prepare a brief biographical sketch about the candidate (and family) for inclusion in your recommendation to the board. You will also want to include a biographical sketch in your notice to the congregation when announcing the informal congregational meeting and the formal meeting to vote to extend a call. A **Sample Letter Introducing A Candidate** and newsletter articles are included at the end of this **Section**.

### **RECOMMEND THE CANDIDATE AND TERMS OF CALL, INCLUDING STARTING DATE, TO THE BOARD FOR ACTION**

At the called board meeting the search committee chairperson will present the candidate with the recommendation of the committee for a call. This presentation will include: a brief review of the search process; how the committee came to consensus on this candidate; review of the candidate's background (distribute a biographical sketch); and the terms of call and projected starting date.

### **BOARD APPROVES RECOMMENDATION OF THE CANDIDATE TO THE CONGREGATION FOR A CALL**

Hopefully, the board will overwhelmingly approve your recommendation and schedule the two meetings outlined below to meet and vote on issuing a call to the candidate. **You want at least ninety (90) percent approval to move on to the next stage of a call.** If the candidate does not pass board approval by a sufficient margin, the committee re-evaluates where it is and how to proceed from here.

### **SCHEDULE AND PUBLICIZE AN INFORMAL CONGREGATIONAL MEETING WITH THE CANDIDATE (AND FAMILY)**

The next stage involves an opportunity for the congregation to meet and interact informally with the candidate (and spouse/ family). Schedule this meeting at a time when a maximum number of people can be present.

This informal meeting is hosted by the search committee. The format normally includes refreshments (or could be a fellowship dinner setting), time for informal visiting with the candidate (and family), an introduction by the search committee chair, and an informal worship or devotion time led by the candidate. This latter element gives the congregation an opportunity to hear the candidate speak and experience his/ her worship leadership. The candidate needs to know in advance that s/he will be asked to lead an informal worship time. Suggest that s/he use this as an opportunity to briefly share some his/her faith journey and concept of the church and ministry.

**This meeting should NOT be held during a normal Sunday Morning Worship Service. It should be offered at another time when a maximum number of people can be present.**

Primary publicity for this congregational meeting should be done through a direct mailing, email or the newsletter. Include a statement of the purpose and format of the meeting and a biographical sketch on the candidate (and family). If this meeting and the congregational meeting to vote on the candidate are separate meetings, be clear that a vote to call the candidate will occur on another scheduled date--and include that date in the publicity. See sample notices at the end of this **Section**.

### **SCHEDULE AND GIVE REQUIRED NOTICE OF A FORMAL CONGREGATIONAL MEETING TO ISSUE A CALL**

Check your church's Bylaws to determine the required advance notice time and procedure for calling a special congregational meeting. If this congregational meeting is to take place at a time other than the informal meeting described above, the most desirable time is usually immediately following Sunday morning worship. Bylaws generally require that written notice be given for called meetings. This may be done in a direct mailing or newsletter. Verbal notice may also be given from the pulpit.

### **VOTE TO CALL THE CANDIDATE**

The vote takes place at the called congregational meeting. The board chairperson or congregational moderator presides at this meeting. The format for the meeting includes: a brief opening devotional; review of the search process to this point by the search committee chairperson; presentation and discussion of the terms of call by the search committee chairperson; brief question and answer period; the vote; and a closing devotion. The board (or search committee) should decide in advance how the vote will be taken (by voice, show of hands, or secret ballot) and the desired percentage of positive votes to issue a call (**again at least ninety percent**).

### **NOTIFY THE CANDIDATE OF THE CALL**

Notify the candidate of the congregation's action as soon as feasible. The candidate may be asked to be available during the time the congregational meeting is taking place. If the vote is affirmative the candidate may be called before the meeting is dismissed. A speaker phone hookup may be arranged so the congregation can participate in this happy call. The search committee chairperson may then call the candidate later to discuss details related to the call and move.

If the call is not affirmative, the committee re-evaluates where it is and how it will proceed from here. Refer back to the paragraph on **Determine how to proceed if negotiations with top candidate fall through** in **Section 5-9**).

### **NOTIFY THE TRANSITIONAL MINISTER**

As soon as the call is issued and accepted, the search committee chairperson notifies the transitional minister of the congregational action, the start-up date for the new minister, and the terminal date for the transitional ministry. The committee and candidate need to have agreed in advance of call if the transitional minister will lead worship and preach the first Sunday the new minister is on the field. Having the her/him do so provides a visible bridge between these ministries. Some new ministers (and families) choose to have the transitional minister receive them into membership of the congregation on this Sunday.

### **NOTIFY THE REGIONAL/AREA OFFICE**

After the affirmative vote, notify the Regional/Area Office and forward a copy of the **Letter of Calling** or contract to the Regional/Area Office for inclusion in the church's file. This copy is important if a later disagreement over terms of call arises and/or the church's copy is misplaced or destroyed.

### **NOTIFY OTHER CANDIDATES**

If you have kept other candidates on hold until completing negotiations and call with your top candidate, notify them of your call. See the sample **notification letter** at the end of this **Section**.

**Destroy or return all papers for other candidates considered**

**When the call has been issued and accepted, all records relating to the minister called to serve, including the minutes of search committee regarding that minister shall be given to the Region/Area office for reasons of safe keeping and confidentiality. All records relating to other candidates in the search process shall be destroyed.**

As soon as you have made your call, either destroy or return all papers, notes, and materials related to other candidates to the Area office. **Do not keep records on other ministers around: these are confidential materials.**

### **NOTIFY THE PENSION FUND**

As soon as possible notify the Pension Fund of the call, the compensation base on which the church will be paying Pension Fund dues, and other information requested.

**SAMPLE LETTER INTRODUCING A CANDIDATE**

Date

Dear Members:

Many months ago, you entrusted the search committee with the responsibility of selecting a ministerial candidate whom it felt matched the needs, visions, priorities, and personality of \_\_\_\_\_ Christian Church. We have diligently and prayerfully pursued this task. We reviewed the resumes of \_\_\_\_\_ ministers who were recommended for and expressed interest in being considered by our committee. We narrowed that list down to \_\_\_\_\_ candidates to whom we gave serious consideration and followed up on thoroughly. Finally, we are at the point of presenting to you the person we have determined to recommend for your consideration and affirmation. That person is \_\_\_\_\_.

\_\_\_\_\_ was born in \_\_\_\_\_, and grew up in \_\_\_\_\_. S/he is a life-long Disciple. S/he is a graduate of \_\_\_\_\_ College/University with a degree in \_\_\_\_\_; and of \_\_\_\_\_ Divinity School/Seminary with a concentration in \_\_\_\_\_. In addition s/he has participated in numerous continuing education opportunities. S/he was ordained in \_\_\_\_\_ and had been engaged in ministry since \_\_\_\_\_. S/he has been minister of the \_\_\_\_\_ Christian Church in \_\_\_\_\_ since \_\_\_\_\_. S/he has special gifts in the areas of \_\_\_\_\_ and \_\_\_\_\_ and has been actively involved in ministry with \_\_\_\_\_. The committee was particularly impressed with his/her \_\_\_\_\_ and feels his/her experience, strengths, vision, and skills will serve us well as we look to the future.

\_\_\_\_\_ is single/married. His/her spouse is a \_\_\_\_\_. They have \_\_\_\_\_ children (names and ages). Among \_\_\_\_\_'s special interests and hobbies are \_\_\_\_\_.

You will have an opportunity to meet \_\_\_\_\_ (and his/her family) at a (fellowship dinner, reception, etc.) on \_\_\_\_\_ at \_\_\_\_\_ p.m. During the evening \_\_\_\_\_ will lead us in an informal worship experience and share some of his/her journey of faith with us. Please make a special effort to come meet \_\_\_\_\_.

As provided in our Constitution (or Bylaws) an official congregational meeting will be held following worship on Sunday \_\_\_\_\_ to vote on extending a call to \_\_\_\_\_.

We thank you for your support, prayers, and patience during this search process. Now we hope you will join us in our excitement about the possibility of calling \_\_\_\_\_ to be our minister.

Yours in Christ,

The Search Committee  
(list names and/or have all sign)

**SAMPLE LETTER TO OTHER FINAL CANDIDATES**

Date

Name  
Address

Dear \_\_\_\_\_:

We want you to be among the first to know that the \_\_\_\_\_ Christian Church of \_\_\_\_\_ has called \_\_\_\_\_ to be our new minister.

We are most appreciative of your serious interest in our congregation and allowing us to pursue your candidacy through to the final stages of our search. We enjoyed our contacts with you and your references and came to appreciate your gifts for ministry. That made our decision-making a difficult task. Again, thank you for your candidacy and your patience with the process.

We wish you well and pray God's blessing and guidance as you continue your ministry at \_\_\_\_\_ and wherever God's calling and your career may lead you in the future.

Yours in Christ,

XXXXXXXXXXXXXXXXXXXXXXXXXXXX  
Secretary (or Chairperson), Search Committee  
\_\_\_\_\_ Christian Church

cc: \_\_\_\_\_ Regional/Area Minister



**SAMPLE LETTER OF CALLING**

DATE

Minister's Name  
Street Address  
City, State Zip Code

Dear First Name;

We are please to advise you that the Church name of Church City in a congregational meeting on Meeting Date has voted to extend and call you to serve this congregation as its Position Title.

In accordance with our previous understandings, the following items are reaffirmed:

1. Beginning date of ministry with this congregation will be [start date].  
If Interim, period of ministry shall not be less than [number months], nor longer than [number months] duration, with mutual review of timing after [number months].
2. Moving Expenses: Congregation will pay  all OR  Up to \$ [amount].
3. Minister's Compensation:
  - a. Cash Salary [amount] per [time frame].
  - b. Housing allowance:
    - (1) \$ rent/mortgage allowance -- OR --
    - (2) Parsonage provided by congregation plus \$ amount utility allowance
  - c. Social Security Offset: \$ [amount] per [time frame].
4. Benefits:
  - Pension Plan (14% of salary and housing): \$ [amount] per [time frame].
  - Church Wide Health Care , or other plan  in the amount of \$ [amount]
5. Vacation time allowed will be number days accrued at the rate of [number] days per month served to an annual maximum of [number] days.
6. Educational Leave time of [number] of days per year in addition to approved assemblies or professional meetings.
7. Reimbursement for expenses incurred in service to the church:
  - a. Automobile \$ [amount] per [time frame].
  - b. Assembly and Professional meetings expense \$ [amount].
  - c. Books and Journals \$ [amount].
  - d. Professional Expenses \$ [amount].
8. It is agreed that the above items will be reviewed regularly by the Pastoral Relations Committee.
9. This ministry shall be terminated upon [number] days notice by either party. This may be modified, however, by later mutual agreement.

We are hopeful that the understandings are agreeable with you and that you will accept our call. If there are any questions regarding either this letter or other aspects of the call, please let us know.

Signatures

\_\_\_\_\_  
Chair of Search Committee

\_\_\_\_\_  
Minister being called

\_\_\_\_\_  
Chair of Board or Congregation

\_\_\_\_\_  
Date

## **SAMPLE POLICIES FOR SICK LEAVE, DISABILITY, MATERNITY LEAVE**

### **1. Sick Leave**

- a. \_\_\_\_\_ Christian Church will provide paid sick leave to all full-time employees.
- b. Sick leave will be granted at the rate of one day per month, beginning with the first day of employment, and will accumulate at the rate of one day for each full month of employment thereafter.
- c. Sick leave may accumulate up to a maximum of thirty days under normal circumstances. In the event of an extended illness, the Official Board may grant additional full salary leave to employees who have at least one full year of service.
- d. There will be no compensation for unused sick leave at termination of employment.

### **2. Disability**

- a. \_\_\_\_\_ Christian Church will provide disability coverage for all full-time employees.
- b. In event of disability, \_\_\_\_\_ housing, and employee benefits (pension, health insurance, social security offset, etc.) for up to a maximum of ninety days or until disability benefits under the Pension Fund and Social Security become effective, whichever is the shorter period of time.
- c. Disability must be certified within thirty days of on-set of illness or accident by a physician.

### **3. Maternity and Paternity leave** (adapted from the policy of South Hills Christian Church, Ft. Worth)

- a. \_\_\_\_\_ Christian Church will provide maternity and paternity leave to its full-time employees who have at least one year of service.
- b. Maternity leave with full compensation and benefits will be granted for a period of up to twelve weeks beginning with the birth of the baby.
- c. Vacation time may not be used to extend the maternity leave period, and vacation time shall be reduced by two weeks during the year of the maternity leave.
- d. For additional pregnancies, maternity leave will accumulate at the rate of four weeks per year, beginning at the end of the prior maternity leave. A maximum of twelve weeks may be accumulated; vacation reduction time will be prorated upon the amount of maternity leave taken.
- e. If the birth occurs within two years of a sabbatical year, the maternity leave will postpone the sabbatical for at least three years.
- f. In the event of difficult pregnancies requiring medical leave in advance of the birth, that leave time will be considered sick leave and will not reduce the maternity leave time.
- g. Ministerial fathers will be granted a two week paternity leave after the birth of the baby. This ~~will not~~ count as vacation nor reduce vacation time.
- h. In cases of adoption a different, specific leave may be negotiated with the Board (or personnel committee).
- i. A maternity leave committee will be appointed and chaired by the Board chairperson to coordinate ministry tasks during the maternity leave of a minister.

**SABBATICAL LEAVE FOR PASTORS  
IN THE CHRISTIAN CHURCH  
(DISCIPLES OF CHRIST)**

**SOME SUGGESTED GUIDELINES**

*SABBATICAL IS A RELIGIOUS TERM*

The contemporary model for sabbatical leave comes from University and college systems in which professors may be granted study leave usually after seven years of teaching. The theological roots for the idea of sabbatical, however run deeper than the academic model.

The term sabbatical has its roots in the Hebrew cultural-religious concept of Sabbath, or rest after seven days or years. Genesis 2:1-3 notes that God rested from the work of creation after seven days. Both versions of the ten commandments describe the Sabbath as a day of reflection on the blessings of God for creation (Exodus 20:8-11), and for release from the bondage of slavery (Deuteronomy 5:12-15). Deuteronomy 15 describes a period after seven years in which release from several kinds of debt and labor are itemized. Finally, a cyclical fiftieth year jubilee (the year following seven times seven years) was celebrated. During the Jubilee, land was returned to its ancestral owners and slaves were freed from bondage.

Clearly sabbatical was a time for rest, renewal, and recovery.

*WHAT IS SABBATICAL LEAVE?*

Sabbatical leave is a carefully planned period of time in which a pastor is granted leave away from his or her normal ministerial responsibilities in order to spend an extended period of time in study and reflection. Sabbatical leave is not a vacation, nor is it only continuing education.

Sabbatical leave can be a needed break from the long hours, high pressure, personal sacrifice, and 24 hour nature of pastoral ministry. It can be a time of prayer, rest, study, and travel, either at home or abroad. It can provide the needed change of scenery and pace which can help prevent burnout for the pastor of a congregation. Sabbatical leave can also be beneficial for the congregation, in that the minister may return from sabbatical leave with renewed energy and rediscovered zeal for ministry.

*WHAT IS THE BEST PLAN FOR SABBATICAL LEAVE ?*

While plans will vary according to the needs of the minister and the congregation, ordinarily a sabbatical leave comes after a period of five to seven years of service and lasts eight to twelve weeks.

The following should help you prepare for a sabbatical leave for your pastor.

*The Congregation's and Pastor's Responsibilities:*

Whenever possible, the terms of sabbatical leave should be agreed upon at the time the call to a congregation is being discussed. Such agreements will normally include:

- the number of years of service after which sabbatical has been earned;
- the length of the sabbatical
- the length of time following sabbatical that a pastor will remain with the congregation.

*The Congregation's Responsibilities:*

- Maintain the pastor's full pay and benefits while he or she is away.
- Assume some additional administrative and program duties in the pastor's absence.
- Arrange for an interim pastor or pastoral coverage during the time the pastor is away.

*The Pastor's Responsibilities:*

- Begin talking about sabbatical plans 12 months prior to the anticipated starting date of the leave.
- Discuss with an official group (Pastoral Relations Committee, General Board, Elders, etc.) the goals and objectives for the proposed sabbatical.
- Be prepared to answer questions about the advantages and disadvantages to the congregation of sabbatical.
- If applicable, discuss implications of sabbatical leave with family members.

If such an agreement was not made at the time of a call, it can be added to a congregation's policies by Board action. Sabbatical leave, when combined with careful planning can be an exciting and enriching experience for a minister and his or her family. It can also be an exciting time for those who share in the pastor's ministry. Everyone who serves the church is invited to give of themselves in that service. They are also invited to draw apart awhile to rest and renewa themselves.

#### *SOME SAMPLE SABBATICAL POLICIES*

The Oklahoma Region:

1. Adopt a program of three months sabbatical leave at the end of each five or seven years of service, with \$500 travel and expense money. The sabbatical is in addition to study leave and vacation.
2. Write this program into the agreement between the ministers) and congregation at the time a call is made and accepted.
3. Provide leadership from the congregation:
  - Arrange with another minister to cover in time of crisis.
  - Prepare the Elders to make calls in the hospital, homes of shut, ins, etc.
  - Board Chair and others assume administrative duties.
  - Chairpersons and others provide leadership in programs.
  - Everyone support the office secretary.
4. Provide the financial needs in a systematic and planned way:
  - Put an item in the annual budget of \$25 per month (\$300 per year) to be placed in a savings account.
  - At the end of five years there is \$500 for expenses for the minister and \$1,000 plus interest for pulpit supply for the 13 Sundays.
  - If this is a new program for a minister who is serving your congregation, be creative in your financing and provision of time.

#### *FROM TWO CONGREGATIONS*

##### CONGREGATION "A"

The life of the church is not bounded by worship hours and office/ committee schedules. Serving such a body, of necessity, calls for the dedication of a greater proportion of the minister's life than is required in most professions. Beyond skills and knowledge the pastor's duties draw from the inner being; without care, a draining will occur. To minister to these needs, we are providing a policy for extended rest, reflection and renewal in the form of a sabbatical leave.

The objective of such a sabbatical would be to provide the pastor an opportunity to step away from the congregation and focus on personal renewal in order to benefit both the pastor and the congregation.

The length of the sabbatical will be a maximum of three months. The sabbatical can occur after the seventh year of service and should not be confused with or taken in conjunction with vacation or a normal educational-leave.

During the sabbatical period, the pastor's salary will continue in full. The costs of the sabbatical program chosen by the pastor will be borne by the pastor.

Plans for the sabbatical program and its time frame should be proposed to the pastor in consultation with a sabbatical committee and approved by the Board of Administrators.

## CONGREGATION "B"

### Introduction:

The Christian minister is traditionally looked upon as a leader, a teacher, and a healer. For these tasks he/she has usually received extensive training in a university and a seminary. In former generations such training may have been adequate for the many years of active work as minister. However, life has been entering an era wherein we are experiencing a knowledge explosion accompanied by social changes occurring at an ever-increasing rate. Therefore, in order to provide the pastor(s) of this Christian church with an opportunity for enrichment in areas he/she feels will be of greatest value for his/her leadership with our congregation, we are providing a policy for extended study/spiritual renewal and growth in the form of a sabbatical leave.

### Objective:

The objective of time for the sabbatical would be a maximum of three months. The sabbatical can occur sometime after the seventh year of service and may not be taken in conjunction with vacation or regular educational leave.

### Financing

The salary of the pastor will be Continued for sabbatical leave. The cost of the sabbatical event(s) chosen by employee will be borne by the employee, unless appropriate from continuing education fund.

### Approval:

In making the request for a sabbatical, a question the pastor needs to address is how the sabbatical will strengthen his/her ministry to the church and how he/she sees it being used upon return to the congregational life. Plans for sabbatical time shall be arranged in consultation with the Personnel Committee.

### Limitations:

The pastor needs to serve the Christian Church congregation for a period of no less than one year after completing sabbatical/study leave.

### Benefits to the congregation:

"For the church, it was a time of discovering itself without my leadership or nudging. My sabbatical ",as a first time experience for most members of our congregation. By and large, I would say it was successful. The committees were reorganized and given more support.. People had the opportunity to reconsider their commitment, and assess its depth in relationship to the life and witness of the congregation rather than to my leadership."

### A pastor comments:

"The only thing I wish I would have known was how difficult it would be to return to the church and to the church routine. Lives had moved on, as had mine. For some people, there were residual feelings of fear and anger about my having been gone. For others, the acting pastor brought a new sense of fulfillment. And after growing accustomed to quiet, I returned gently, rather than full of energy. This has been a big change for all of us. And we are adjusting well."

Benefit to the pastor:

"Many persons taking a sabbatical feel some kind of "obligation" to continue working under a new name: research project, study leave, etc. The last thing in the world I wanted to do was work! I needed time away from work - away from all the deadlines, expectations, schedules, etc, I was very close to burnout. I felt stifled, smothered under a blanket of responsibility and deadlines.

"It is difficult to articulate the benefits of my sabbatical. "Whatever the fires of creativity had been in danger of burning out have been fanned alive once more. During those three months, I stepped back from the six days of work to enjoy one of God's greatest gifts - the seventh day.

"My sabbatical reaffirmed for me how important it is for me to do what I do because of who I AM, rather than to be who I am because of what I DO. In a life committed to the service of others, I once again have a self to give."

#### *SUGGESTED BIBLIOGRAPHY*

- Adams, James R. and Celia A. Hahin, *Learning to Share the Ministry* (Washington, DC:,The Alban Institute, 1975).
- Bullock, A. Richard, *Sabbatical Planning For Clergy and Congregations* (Washington, DC: The Alban Institute, 1987).
- Edwards, Tilden, *Sabbath Time: Understanding and Practice For Contemporary Christians* (New York: Seabury Press, 1982).
- Fewkes, Richard M., *Sabbaticals For Ministers-Necessity or Luxury? Kairos*, Winter 1976.
- Gamble, Connolly C., "*Sabbatic Study Leave*" (Valley Forge, PA: American Baptist Educational Ministries, 1980).
- Mead, Loren B., "*Sabbatical Leaves*" [*an "On-demand Publication" of notes from a 1982 Conference*], (Washington, DC: The Alban Institute, 1982).
- Myers, Robert E., "*Sabbatical: Why Should a Church Allow, Its Minister Time Off From the Job:*" The Disciple, October 1, 1978.
- Nouwen, Henri J.M., *Creatitive Ministry* (Garden City, NY: Doubleday, 1971).
- Oswald, Roy M. *et al.*, *New Visions For the Long Pastorate* (Washington, DC: The Alban Institute, 1983).
- Pohl, David C., "*Ministerial Sabbaticals*" in The Christian Ministry. 'Volume 9: 1 January 1978. (Focus of issue on "Creative Absence from the Parish")
- Rediger, G. Lloyd C., "Sabbatical - I,II,III" in Church Management: The Clergy Journal. February/March/April 1983.
- Rubin, Bonnie Miller, *Time Off* (New York: W. W. Norton, 1987).

The information in the sabbatical guidelines  
was copied from a document of the same name that is available from  
The Division of Homeland Ministries, Center for Leadership & Ministry  
P.O. Box 1986, Indianapolis, IN 46206

## SECTION SEVEN: PREPARING FOR THE NEW MINISTER

### PLAN FOR TRANSITIONAL MINISTER'S DEPARTURE

With the announcement of a call, taking leave of the transitional minister begins. The tasks during this transitional period are similar to those following the former minister's resignation (refer back to **Section 1**). These tasks include: conducting an exit interview with the transitional minister; bringing office and pastoral records up to date; compiling a list of information and materials for the transitional minister to leave behind; finding appropriate ways to celebrate the transitional ministry and say "good-bye"; and clarifying the relationship between the transitional minister and the congregation after her/his departure. Celebration and leave-taking may be planned by the search committee and/or other groups in the church.

### UTILIZE THE BEGINNING A PASTORAL MINISTRY RESOURCE FROM DISCIPLE HOME MISSIONS

Disciples Home Missions has created a downloadable document called "Beginning a Pastoral Ministry." It is available as an appendix to this manual and/or can be downloaded at:  
[www.disciplehomemissions.org/Ministers/PDFfiles/BeginningAPastoralMinistry.pdf](http://www.disciplehomemissions.org/Ministers/PDFfiles/BeginningAPastoralMinistry.pdf)

### MAKE ARRANGEMENTS FOR MOVING THE NEW MINISTER

Moving expenses and responsibilities were negotiated prior to the call. Refer back to **Section 6**. Now the details need to be worked out. Decide whether someone from the church or the minister will contact moving companies for bids or arrange for alternative moving procedures. Obtain bids from at least three long distance companies.

In some cases the minister may be willing to move him/herself with rental equipment or have members of the church move him/her with rental equipment or equipment owned by members of the congregation. **Clear this at negotiation time.**

### CLEAN, REPAIR AND REDECORATE THE PARSONAGE (IF PROVIDED) AND THE MINISTER'S STUDY

As soon as the former minister leaves, the search committee and trustees or property committee need to inspect the parsonage and study for the purpose of determining what cleaning, repairs, and remodeling need

to be done prior to the new minister's arrival. The committees need to decide if all the work will be done before issuing a call or if some of the work will be postponed to get preferred colors, etc., from the new minister (and family). During the initial visit plan for the minister (and family) to have opportunity to spend some time in the parsonage and study. They need to be informed of plans for cleaning, repair, and redecoration; and whether there will be opportunity to indicate preferences after the call is made.

Remember to have utility and telephone service installed and working **before** the new minister arrives – regardless of whether the church furnishes a parsonage or housing allowance.

### ARRANGE A VISIT AND HOST FOR HOUSE HUNTING (IF PARSONAGE IS NOT PROVIDED)

If the church does not provide a parsonage, make arrangements and cover the expenses for a house-hunting trip for the new minister (and spouse) as part of the moving costs. Several days need to be allowed for this trip. Well in advance of the visit make a referral to a local realtor – unless the new minister has a referral from his/her present community. Prior to the visit the new minister can discuss desired housing, location, and price ranges with the realtor. It may be desirable to have a member of the search committee or church serve as host for this visit and be available to answer questions the minister (and spouse) may have about housing, schools, local banks, etc., and provide hospitality.

### PLAN A WELCOMING FOR NEW MINISTER AND FAMILY

As the search committee works toward the arrival of the new minister, firm up plans for an appropriate welcome to the church and community. **Be particularly sensitive to the needs of the minister's spouse and family who may experience difficulty leaving old friends, jobs, and schools in moving to your community.** Include items on the following checklist in your planning:

- Make arrangements for first-night housing for the new minister (and family).
- Help with moving and unpacking.
- Provide meals for a few days.

- Have a member of the committee or a knowledgeable member of the congregation or a knowledgeable member of the church or community assist the new minister's spouse with job contacts in your community.
- Introduce the new minister (and family) to members who live in the neighborhood or share common interests or have children the same age.
- Compile a list of referrals to doctors, dentists, mechanics, clubs, community and service organizations.
- Have the transitional minister or an elder orient the new minister to the immediate pastoral needs of members.
- Have the transitional minister be responsible for the first Sunday after the new minister arrives.
- Have the transitional minister or a member of the committee provide the new minister with an up-to-date membership directory – preferably a recent pictorial directory annotated to include members' professions, businesses, hobbies, responsibilities in the church. (NOTE: Lyle Schaller recommends that local churches produce their own member "Yellow Pages".) If your church has not done a pictorial directory recently, consider doing one during the transitional as part of preparing for the new minister.
- Have the transitional, secretary, or other designated person introduce the new minister to the other members of the church staff and orient the new minister to the church office, equipment, and files, and review the materials and **list of information left behind** (refer to list at end of **Section 1**).
- Have members wear name tags for at least the first month (coordinate this with the worship, fellowship, or membership committees).
- Plan and host a reception for the new minister (and family) the first Sunday

## **PLAN CELEBRATION SERVICE WITH NEW MINISTER**

Before the new minister arrives, work with her/him to begin planning an appropriate service to celebrate the covenant of this call. See the **Sample Services** at the end of this section. The service may occur within the first 60 days to 90 days of the new minister's arrival. Try to schedule the service for a time when the Regional/Area Minister may be present and, if possible, when other ministers in the area and community are available to participate. Involve members of the search

committee and representatives of different age groups in the service. Publicize the service in the local media.

## **SUBMIT INFORMATION ABOUT THE NEW MINISTER TO LOCAL MEDIA**

Submit information about the new minister (and family) and start-up date to the local newspaper and other media for publication and broadcast the week prior to his/her arrival. Include a recent individual or family picture.

## **ARRANGE FOR MEMBERS OF SEARCH COMMITTEE OR ELDERS TO ACCOMPANY NEW MINISTER ON INITIAL VISITS TO HOSPITALS, HOME-CENTERED, ETC.**

It is helpful to both the new minister and those being called on to have someone accompany the new minister on his/her first round of calls in hospitals, nursing homes, and home-centered. This person can help the new minister find his or her way around town and around these institutions, and introduce her/him to persons who may not be aware that there is a new minister, may not be readily accepting of strangers, or may not always be mentally alert. This is particularly important for the first-time calls on persons who are home-centered, in nursing homes and other places of care.

## **ESTABLISH PASTORAL RELATIONS COMMITTEE**

If your church does not have one, work with the church board to establish a Pastoral Relations Committee. A Pastoral Relations Committee functions as a sounding board and channel of communication for the minister and congregation on concerns related to his/her ministry; works with the minister to evaluate and establish goals and objectives for her/his ministry; provides support and encouragement for the minister (and family). **Revised Guidelines for the Pastoral Relations Committee**, is available for download at: [www.discipleshomemissions.org/Ministers/PDFfiles/PRCguidelines.pdf](http://www.discipleshomemissions.org/Ministers/PDFfiles/PRCguidelines.pdf)

Where churches do not have a Pastoral Relations Committee, it is recommended that the search committee serve in that capacity for the first year. **The Revised Guidelines** booklet discusses make-up, terms, and appointment processes along with committee functions. If the church has no Pastoral Relations Committee, be sure establishing one is processed through the board. If the church has one, it is wise to appoint at least two members of the search committee to the Pastoral Relations Committee for the next term.



**SCHEDULE EVALUATION OF PROCESS AND NEW MINISTRY WITH REGIONAL/AREA MINISTER AFTER SIX MONTHS**

Schedule an evaluation session with the new minister and Regional/Area Minister at the end of the new minister's first six months. The purpose of this evaluation is at least two-fold. First, it will provide the Regional/Area Minister and search committee an opportunity to evaluate the Search and Call process as it functioned for them in this situation – now that they have had some time to reflect on it. Second, it will provide the Regional/Area Minister, the new minister, and the search committee (or Pastoral Relations Committee) a target date and opportunity to evaluate and reflect on the first six months of the new ministry relationship. These first six months, and the next six months, are critical to establishing a long-term relationship and seeing that this ministry gets off on the right foot and continues to build visions, relationships, and foundations for the future.

**PLAN TO UTILIZE THE MINISTER'S CALLING AGREEMENT – ANNUAL UPDATE FORM FOR ANNUAL REVIEWS AND CHANGES IN COMPENSATION**

Clear communication of compensation, benefits, and expense/education allowances helps to prevent conflict. The Annual Update form available for download at:

[www.discipleshomemissions.org/Ministers/PDFfiles/AnnualUpdateOfCall.pdf](http://www.discipleshomemissions.org/Ministers/PDFfiles/AnnualUpdateOfCall.pdf)

## SAMPLE CELEBRATION OF COVENANT OF CALL

Prelude  
Hymn  
Call to Worship  
Invocation  
Welcome (Board Chairperson)  
Scripture Reading(s)  
Special Music  
Sermon (Regional/Area Minister)  
Hymn

### Celebration of Covenant of Call

Regional Minister: There are different gifts,

**Congregation: But it is the same spirit who gives them.**

There are different ways of serving God.

**But it is the same God who is served.**

Each one is given gifts by the one Spirit,

**To use for the common good.**

Together we are the body of Christ,

**And individually members with one another.**

Within our common ministry some members are chosen for particular work as ministers of Word and Sacrament. They are called to a representative ministry and charged:

- To lead in transmitting the Christian tradition from one generation to another;
- To interpret the scriptures and proclaim the gospel of Christ;
- To administer the sacraments, serving to maintain a company of Christians in continuity with the life and faith of the apostles;
- To serve God's people with pastoral care and to share in the strengthening of the church in its life and mission;
- And to act as pioneers and leaders in the Church's reconciling work in the world.

We now come to this moment in which *Minister*, having been called with due seriousness to minister within this congregation, is to be officially received into this office.

*Minister will stand.*

*Minister*, as the minister called to provide spiritual leadership and pastoral care for this congregation, do you reaffirm your profession of faith in Jesus Christ?

**I reaffirm my baptism and confession of faith that Jesus is the Christ, and give myself in full commitment to be Christ's disciple.**

*Minister*, do you promise faithfully to fulfill your ministry among this people through preaching and teaching the word of God?

**I do solemnly promise.**

Do you promise faithfully to administer the sacraments of the church?

**I do solemnly promise.**

Do you promise to faithfully minister to those who are sick and troubled?

**I do solemnly promise.**

Do you promise faithfully to share in leadership to strengthen the church's life?

**I do solemnly promise.**

Do you promise faithfully to represent in a worthy manner what it means to live in faithful response to God's abiding grace?

**I do solemnly promise.**

*The congregation will stand.*

Charge to the Congregation:

RM: Will you who witness this new beginning support and uphold *Minister*, praying daily for her/his life and ministry among you?

**C: We will**

Having called *Minister* to be your minister, do you renew your baptismal vows and commit yourself to supporting him/her with your prayers and shared responsibilities?

**C: We reaffirm our baptism and our commitment to Jesus the Christ and our loyalty to Christ's church. We covenant to uphold our pastor with our prayers; to share her/his joys and sorrows; to attend to his/her preaching and teaching of God's word; to welcome her/his pastoral care; and honor his/her leadership.**

*Minister*: Standing with you, I promise to be your pastor; and in the strength and grace of Jesus Christ I covenant to serve this congregation in all faithfulness for the Glory of God.

*Let us unite in affirming our common faith. Please join in the reading of the Preamble of the Design of the Christian Church, which is found on page 355 of the Chalice Hymnal*

Prayer of Celebration:

Almighty God, give us the grace to do the work to which you have called us in Jesus Christ. Fill this community of faith by your spirit, that it may work together as one people to be the body of Christ in his reconciling ministry. Blend together the variety of gifts manifested within this congregation to strengthen its fellowship for service to the world. In solidarity with all your people of every time and place, we pray that your will may be done here on earth through our worship, witness, and work. We ask this in the spirit of Jesus Christ, who gave his life that others may live. Amen.

Declaration:

In the name of Jesus Christ, the head of the church, we celebrate the covenant formed between *Minister* and First Christian Church; and we commend you to the grace of God in the discharge of all your duties as minister of the Gospel. May God count you worthy of your calling, and bring to fulfillment in you every good purpose and every act inspired by faith.

### **Celebration of the Lord's Supper**

Meditation or call to the Table (new minister)

Hymn

Words of Institution

Elders' Prayers

Distribution of the Elements

Hymn of Consecration

Benediction (new minister)

Postlude

*(This service has been adapted from Chalice Worship; 1997, Chalice Press; pp.197-99)*



# **APPENDIX A**

Congregational Profile Form

# Congregational Profile

(Revised by G.C.O.M. - August, 2013)

Ministerial Position to be Filled: \_\_\_\_\_ Date: \_\_\_\_\_

## I. General Information

Name of Congregation: \_\_\_\_\_  
Address: \_\_\_\_\_ Phone: ( ) \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_ Website: \_\_\_\_\_  
Search Committee Chairperson: \_\_\_\_\_  
Address: \_\_\_\_\_  
City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_ Email: \_\_\_\_\_  
Cell Phone: ( ) \_\_\_\_\_ Work Phone: ( ) \_\_\_\_\_ Fax Number: ( ) \_\_\_\_\_

## II. Membership Profile

- Total Number of Members: \_\_\_\_\_ Number of Participating Members: \_\_\_\_\_  
Number of Participating Non-members (including children): \_\_\_\_\_
- Number of Participants: (Are these figures- Estimated  or Actual  )  
A. Ages 1-11: \_\_\_\_\_ D. Ages 25-34: \_\_\_\_\_ G. Ages 55-64: \_\_\_\_\_  
B. Ages 12-17: \_\_\_\_\_ E. Ages 35-44: \_\_\_\_\_ H. Ages 65-79: \_\_\_\_\_  
C. Ages 18-24: \_\_\_\_\_ F. Ages 45-54: \_\_\_\_\_ I. Above 80: \_\_\_\_\_
- Church Family Profile: (Are these figures- Estimated  Or Actual  ) *Note: Percentage may add up to more than 100%*  
\_\_\_\_\_ % Single Adults 18-35 \_\_\_\_\_ % Single w/children at home \_\_\_\_\_ % Married  
\_\_\_\_\_ % Single Adults 36 + \_\_\_\_\_ % Married w/children at home \_\_\_\_\_ % Blended Families
- Education Level of Adults: (Are these figures- Estimated  or Actual  )  
\_\_\_\_\_ % High School \_\_\_\_\_ % College \_\_\_\_\_ % Graduate School \_\_\_\_\_ % Specialty Training  
\_\_\_\_\_ % Other: Please Specify- \_\_\_\_\_
- Occupations of Participants: (Are these figures Estimated  or Actual  ) *Note: Percentage may add up to more than 100%*  
\_\_\_\_\_ % Business/Retail \_\_\_\_\_ % Service \_\_\_\_\_ % Agriculture \_\_\_\_\_ % Homemaker  
\_\_\_\_\_ % Construction \_\_\_\_\_ % Education \_\_\_\_\_ % Professional \_\_\_\_\_ % Student  
\_\_\_\_\_ % Military \_\_\_\_\_ % Technical \_\_\_\_\_ % Manufacturing \_\_\_\_\_ % Other (Specify Below)  
(other explanation): \_\_\_\_\_  
A. From totals above: \_\_\_\_\_ % Employed full time \_\_\_\_\_ % Retired

## III. Organizational Information (Check those currently active)

- Worship** How many worship services per week? \_\_\_\_\_  
 Traditional  On Site  Off Site Average Attendance \_\_\_\_\_  
 Contemporary  On Site  Off Site Average Attendance \_\_\_\_\_  
 Other, Specify \_\_\_\_\_ Average Attendance \_\_\_\_\_  
Total weekly average attendance from all services: \_\_\_\_\_
- Educational Ministries**  
Average weekly attendance: Children's Church School \_\_\_\_\_ Adult's Church School \_\_\_\_\_  
Weekly Children's Program \_\_\_\_\_ ...(name of program)- \_\_\_\_\_  
Weekday Adult group(s) \_\_\_\_\_ ...(name of program)- \_\_\_\_\_  
\_\_\_\_\_ ...(name of program)- \_\_\_\_\_  
Total average weekly education attendance: \_\_\_\_\_
- Administrative and Oversight Groups**  
 Board  Cabinet  Personnel  Pastoral Relations  
 Elders  Diaconate  Deacons  Deaconesses  
 Planning/Functional Committees How many? \_\_\_\_\_  
 Other Groups- Specify: \_\_\_\_\_

**4. Ministries and Service Groups (List all)**

List all active ministry and service groups and share information about their activities, focus and ministry.

---



---



---



---



---



---

**IV. Staff (label those presently employed/serving as "FT"- full time; "PT"- part time; or "V" - Volunteer)**

_____ Pastor	_____ Youth Minister/Director	_____ Office Staff # _____
_____ Co-Pastor(s) # _____	_____ Education Director	_____ Other (Please Specify) _____
_____ Associate Ministers(s) # _____	_____ Organist/Accompanist	_____
_____ Music Minister/Director # _____	_____ Administrator	_____

**V. Property**

		Year Erected	Adequate--	Yes	No
1. Sanctuary:	Seating Capacity-- _____ / _____	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
2. Education Unit:	Number of Classrooms-- _____ / _____	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
3. Fellowship Facility:	Seating Capacity/Tables-- _____ / _____	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
4. Administrative Facility:	No. of Offices-- _____ / _____	_____	_____	<input type="checkbox"/>	<input type="checkbox"/>
5. Off Street Parking:	No. of Spaces-- _____	Paved? <input type="checkbox"/> Yes <input type="checkbox"/> No			
6. Building Program:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Projected?				

If Building Program answer is "Yes" or "Projected", describe: \_\_\_\_\_

**7. Church Location (check all which are applicable):**

Downtown     Inner City     Urban     Suburban     County Seat  
 Neighborhood     Rural     Bedroom Community     Small Town

**8. Parsonage:**  Yes  No

No. of Bedrooms-- \_\_\_\_\_ No. of Bathrooms \_\_\_\_\_ Garage?  Yes  No  
 Age of Parsonage-- \_\_\_\_\_ Condition: \_\_\_\_\_

**9. Other Facilities: (such as senior housing, pre-school, camp, etc.)** \_\_\_\_\_

**VI. Community (check all which are applicable)**

1. Characteristics:  Industrial     Commercial/Retail     College/University     Medical Center  
 Agricultural     Military     Tourist/Recreational

2. Population Trend:  Rapid Growth     Slow Growth     Other (describe): \_\_\_\_\_  
 Rapid Decline     Slow Decline

**3. Concerns:**

Teen Needs     Senior Citizen Needs     Race Relations     Alcohol/Drugs     Crime  
 Population Changes     Unemployment (  Seasonal or  Chronic )     Other (specify on line below)-  
 (list other concerns here)-- \_\_\_\_\_

**4. Population Profile:** Total Population: \_\_\_\_\_ (Are these figures Estimated  or Actual  )

_____ % Asian American	_____ % African American	_____ % Hispanic American
_____ % Haitian	_____ % Pacific Islander	_____ % Native American
_____ % Middle Eastern	_____ % Euro American	_____ % Other _____

**5. Demographic Trends:** Ethnic trends, Religious trends, Economic trends, Political/Issue Trends - Describe your perceptions in narrative form and how you've arrived at them. How has your locale changed over the last 6 months, 5 years and 10 years?

---



---





**X. Congregational Dynamics / Dealing with Conflict**

Many congregations experience conflict at various times. Characterize your congregation's experience with conflict given the following possibilities. Indicate the extent to which each statement describes your congregation: **C= closely, S= somewhat, N= not at all.**

- \_\_\_\_\_ As a church, we respect and listen to each other and work things through without generating divisiveness.
- \_\_\_\_\_ As a church, we try to respect and listen to each other, but it is not uncommon for differences of opinion to be a problem and for some people to choose sides.
- \_\_\_\_\_ Some have left our church because of conflict.
- \_\_\_\_\_ Conflict hurts our sense of unity, but we tend not to talk about it.
- \_\_\_\_\_ Painful experience with conflict has been present, but it has been worked through, and we have learned from the experience.
- \_\_\_\_\_ We have had some painful experiences with conflict, and they linger in the background.
- \_\_\_\_\_ Open conflict is present, and we need a minister who can help us deal with it.
- \_\_\_\_\_ Other- Specify: \_\_\_\_\_
- \_\_\_\_\_ Comments: \_\_\_\_\_

**XI. Congregational Discernment**

The following questions are beneficial to a process of discernment that helps you look at yourself and also provide important information to your candidates. It is our hope that you'll spend significant time in reflecting on these ten questions prior to your providing the answers on this form. You may likely want to involve discussion of them in various congregational venues to provide the Search Committee with a breadth of input. Discuss with your Regional Minister how this might be accomplished. We are encouraging answers on the Congregational Profile that are both succinct and well thought through.

1. What has God uniquely called you to be and do as a congregation (both now, and looking to the future)?  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
2. How did God lead you to this understanding?  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
3. Describe the Spiritual Disciplines that are regularly practiced throughout this congregation.  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
4. Describe your sense of God's covenantal call to be a part of the Christian Church (Disciples of Christ) and broader ecumenical/inter-faith ministries.  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
5. In what ways have members of the congregation been engaged in the Search and Call discernment process?  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
6. Describe the ways God has equipped the congregation for your particular ministerial context? (Including opportunities for ministry; particular talents represented by members of the congregation; financial and other resources you have; the traditions you have manifested over the years.)  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

7. Describe the congregation's strengths and growing edges.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
8. Describe the ways you make decisions and carry them out as a congregation.
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
9. How is this congregation relevant to the needs of a) the local community, b) Disciples mission, and c) the world?
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
10. How does this congregation bear witness in tangible ways to God's healing, welcoming, reconciling presence in a broken world?
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**XII. Goals of the Congregation for the Next Five Years - list four, attach recent congregational mission statement and goals if available**

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

**XIII. Personal and Professional Qualifications**

1. Name the personal / professional qualifications you desire in your pastor:
- A. \_\_\_\_\_ E. \_\_\_\_\_
- B. \_\_\_\_\_ F. \_\_\_\_\_
- C. \_\_\_\_\_ G. \_\_\_\_\_
- D. \_\_\_\_\_ H. \_\_\_\_\_
2. Educational Level (*check one*)
- Undergraduate     Seminary     Doctoral     Other (*explain*)-- \_\_\_\_\_

**XIV. Compensation, Housing, Benefits, Expenses - Our congregation will provide the following:**

Compensation: We can provide a **cash salary** (including social security offset) and **housing** (incl. utilities, furnishings, insurance, etc. ) in the range checked below:

15 - \$17,999     18 - \$21,999     22 - \$25,999     26 - \$29,999     30 - \$34,999     35 - \$39,999

40 - \$49,999     50 - \$59,999     60 - \$69,999     70 - \$79,999     80 - \$99,999     \$100,000 +

*Negotiable*

Housing:  Parsonage Fair Rental Value \$ \_\_\_\_\_ (*Per Month*)

Benefits:  Pension Fund (*14% of combined value of cash salary & housing allowance/parsonage fair rental value*) \$ \_\_\_\_\_

USA- Church-Wide Health Care Plan    **OR**     Other Health Care Plan     **Canada-** Supplemental Health Plan

Reimbursable Professional Expenses: Auto Allowance- \$ \_\_\_\_\_ Continuing Education- \$ \_\_\_\_\_

Assembly/Meeting Expenses- \$ \_\_\_\_\_ Books- \$ \_\_\_\_\_ Miscellaneous- \$ \_\_\_\_\_

Reimbursement for cost of mandatory Criminal Background Check (CBC) --\$160.00  Yes **OR**  No

Moving Expenses: The congregation will provide **all**  **OR** **up to** \$ \_\_\_\_\_ ( *Negotiable*)

## XV. Discerning Areas of Greatest Need for Ministerial Leadership

The list below is based on the requirements found in Theological Foundations and Policies and Criteria for the Ordering of Ministry of the Christian Church (Disciples of Christ). It is used for describing a minister's areas of skill and expertise (which you will observe on the Ministerial Profiles you receive). Part of the Search & Call process is discerning a good match between the skills of the pastor and the needs of the congregation. Using these skills areas of a minister, first prayerfully ascertain the congregation's current areas where growth is desired, and areas where you presently demonstrate strength. In light of where growth is desired and God is calling you, note 7 skill areas (of the 16 categories below) where you especially seek strengths in your next minister, up to 3 of which can be designated at level 5 in "strength." <http://www.disciples.org/OrderingofMinistry/tabid/698/Default.aspx>

### Biblical Knowledge

Rooted and grounded in scripture and able to interpret and apply the scriptures in ways that are appropriate to original and contemporary contexts.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1	1½	2	2½	3	3½	4	4½	5				
←	←	Area of Growth	←	←	-	-	-	→	→	Area of Strength	→	→

### Church Administration and Planning

Able to practice the principles of good administration, planning and implementing short- and long-range goals to enhance Congregational life in collaboration with teams and committees.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1	1½	2	2½	3	3½	4	4½	5				
←	←	Area of Growth	←	←	-	-	-	→	→	Area of Strength	→	→

### Communication

Be an effective communicator and able to facilitate effective communication within and on behalf of the church.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1	1½	2	2½	3	3½	4	4½	5				
←	←	Area of Growth	←	←	-	-	-	→	→	Area of Strength	→	→

### Cross Cultural and Anti-Racism Experience

Sensitive to the different manifestations of racism and prejudice in the culture and committed to confronting and overcoming them.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1	1½	2	2½	3	3½	4	4½	5				
←	←	Area of Growth	←	←	-	-	-	→	→	Area of Strength	→	→

### Ecumenism

Exhibit a commitment to working with other Christians and denominations, and with other faiths, in programs of common witness and service – articulating the vision of the ecumenical and global church as a starting place for mission.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1	1½	2	2½	3	3½	4	4½	5				
←	←	Area of Growth	←	←	-	-	-	→	→	Area of Strength	→	→

### Education and Leader Development

Knows the foundations of Christian education and principles of leader development, and can demonstrate competency in teaching children, youth, and adults, including lay leaders and staff.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1	1½	2	2½	3	3½	4	4½	5				
←	←	Area of Growth	←	←	-	-	-	→	→	Area of Strength	→	→

### Ethics

Able to help parishioners think critically about the relationship of their faith to issues of justice, ethics and morality.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1	1½	2	2½	3	3½	4	4½	5				
←	←	Area of Growth	←	←	-	-	-	→	→	Area of Strength	→	→

### Evangelism

Able to motivate congregational members to share their faith through word and action.

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				
1	1½	2	2½	3	3½	4	4½	5				
←	←	Area of Growth	←	←	-	-	-	→	→	Area of Strength	→	→

**Mission of the Church in the World**

Understand and articulate the centrality of the call to mission given by Jesus Christ and the prophets, and can empower congregations to engage in mission from our doorsteps to the ends of the earth.

1       1½       2       2½       3       3½       4       4½       5  
← ← Area of Growth   ← ← - - - → → Area of Strength   → →

**Pastoral Care**

Able to engage other persons with empathy and assess situations and relationships with the compassion of Christ, with sensitivity to culture and context, and to convey the healing power of God to those who suffer.

1       1½       2       2½       3       3½       4       4½       5  
← ← Area of Growth   ← ← - - - → → Area of Strength   → →

**Proclamation of the Word**

Know the practice and theory of Christian preaching, and can proclaim the Word of God, share the Good News of Jesus Christ, and help congregational members apply their faith to daily life.

1       1½       2       2½       3       3½       4       4½       5  
← ← Area of Growth   ← ← - - - → → Area of Strength   → →

**Spiritual Development**

Establish and maintain spiritual disciplines that lead to personal growth and help others develop a rich spiritual life.

1       1½       2       2½       3       3½       4       4½       5  
← ← Area of Growth   ← ← - - - → → Area of Strength   → →

**Stewardship**

Able to develop and encourage healthy stewards who recognize and share generously God’s abundant gifts for all creation.

1       1½       2       2½       3       3½       4       4½       5  
← ← Area of Growth   ← ← - - - → → Area of Strength   → →

**Theology**

Able to articulate a coherent view of God’s nature and activity in relation to the Christian tradition, critically engage human situations from a perspective of faith, and help persons recognize theological issues in their daily lives.

1       1½       2       2½       3       3½       4       4½       5  
← ← Area of Growth   ← ← - - - → → Area of Strength   → →

**Understanding of Heritage**

Know and appreciate the history and thought of Christianity and the history, structure, practices, and ethos of the Christian Church (Disciples of Christ).

1       1½       2       2½       3       3½       4       4½       5  
← ← Area of Growth   ← ← - - - → → Area of Strength   → →

**Worship**

Know the purpose and elements of Christian worship, and can plan and lead meaningful worship by working with the worship team, musicians, and congregational members.

1       1½       2       2½       3       3½       4       4½       5  
← ← Area of Growth   ← ← - - - → → Area of Strength   → →

**XVI. Congregational Conduct**

Our Congregation has taken official Action to adopt and abide by the “Ethical Guidelines for Congregational Conduct”     Yes     No

A PDF copy of the **Ethical Guidelines for Congregational Conduct** can be downloaded from the following website:

<https://www.discipleshomemissions.org/wp-content/uploads/2012/10/SC-EthicalGuidelines.pdf>

**XVII. Additional Information** *(Please use space below or attach your document to this packet)*

# **APPENDIX B**

Ministerial Profile and Reference Form

**Ministerial Profile  
For Search And Call Process**

The following information will be used by search committees of congregations, regions, and units of the Christian Church (Disciples of Christ).

**I. Personal Data**

Name: Campbell Stone

Home Phone: 405-555-5555

Address: 1809 Bethany Drive

Cell Phone:

E-Mail Address: CampbellStone@restoration.org

Cane Ridge AR 00000

Country: United States

Briefly describe your present family:

My wife, Carrie Nation Stone, and I have been married for 30 years. We are the proud parents of two sons: Alexander and Thomas.

**II. Professional Data**

1. Education - Institution & Location	Dates Attended	Degree
Colorado Theological Seminary (CTS)	'99-2000	DMin Homiletics
Brite Divinity School - Fort Worth, TX	'79 - '82	M Div
Phillips University - Enid, OK	'76 - '79	BA Religion

2. Order of Ministry: Ordained CC(DOC) Date: JUN 6 1982  
Region: Indiana

3. Specialized Training: CPE: Parkland Hospital, Dallas, TX  
Dates: Summer 1981 Units: 1

Intentional Interim:

Dates:

Bi-Lingual in:

4. Other Significant Training and Previous Employment:

*This is a sample profile for review purposes only and will not be accepted for circulation.*

Please use the space below to give information which will help a search committee to know you and your understanding of church and ministry.

1. *Describe your faith journey and call to ministry.*

Raised in the nurture of Speedway Christian Church (Indiana), at age 14, I had a Christian awakening experience and was baptized. Following this, I walked the gamut from Fundamentalism to Liberalism, and back again to what I now consider a very well-rounded, reasoned, sincere and sensitive, "middle-of-the-road" type theology, with a heartfelt, growing, and vitally sustaining faith. It is this faith, and the love of Christ, which I feel called by God to share with others.

2. *Why are you engaging in a process of Search and Call?*

I believe I have completed that which I was called to achieve in my current setting. I feel the same tugging at my spirit which has been consistent in every move and decision God has effected in my ministry.

3. *Describe your concept of the church's mission today.*

While the emphasis of the church in the past has been to develop Christian leaders, I believe the emphasis today must be to develop Christians, period. Preaching, teaching, evangelism, spiritual nurture, and mission objectives must be a priority. The church must focus less on its own institutional life, and more on the spiritual well-being of the people with whom it ministers.

4. *As a Disciples or UCC minister, describe how you see yourself as a part of the whole church and its ministries.*

As an ordained minister of the Christian Church (Disciples of Christ), I believe I have been called to represent the unique witness of this faith community within the wider church, as the wider church proclaims the Gospel to the world as a whole. Thus, it is important for me to understand, and uphold, my own traditions, as well as share these unique traditions with those who uphold a different understanding.

5. *Describe your gifts for ministry including skills, special interests and abilities.*

I feel I have special skills in the areas of preaching and leading worship, evangelism, fund-raising, teaching, music, and pastoral care. A major strength lies in what I consider an ability to relate well with others in a caring and genuine manner as a growing Christian, myself. On a personal level, my interest lies in developing a stronger relationship with my family; and on a professional level, my interest lies in developing the theological concept of "shalom" as a dynamic force in the life of the church.

6. *Describe your leadership strengths and methods.*

I am a visionary team leader. I share my insights and understandings with others, and then sharpen my personal views by listening to their insights and understandings. In the end, my endeavor is to build a consensus among the group towards the vision which God is calling us as a whole.

7. *Describe your long-range goals.*

Currently, my professional goals are wide open. The only definite agenda is that I would like to one day retire with the feeling that I have been faithful in fulfilling the call to share the good news which God gave me many years ago.



My ministry would be most satisfying in a congregation or position in which ministerial emphases are prioritized as follows.

**Do not mark more than three #1's in each category. Mark the remaining emphases with any number of 2's, 3's, 4's and/or 5's according to your preference.**

(In ranking these emphases, use the options as a continuum, from #1 as being most satisfying to #5 being least satisfying.)

### A. OUTREACH/TEACHING MINISTRIES

- 2 (1) **Ecumenical and Interfaith Activities**  
Active personal participation in ecumenical relationships; encouraging the congregation to participate in ecumenical relationships; encourages united Christian witness in the community.
- 2 (2) **Educational Program**  
Identifying with educational needs of persons; developing programs to meet those needs; helping to set educational goals for the congregation; working with youth, children and adults.
- 1 (3) **Evangelism**  
Bringing new members into the congregation regularly; developing commitment to evangelism in other people.
- 2 (4) **Involvement in Mission Beyond the Local Community**  
Understanding and interpreting the mission of the church from a global perspective; encouraging support of Christian Church outreach.
- 2 (5) **Mission in the Local Community**  
Helping persons understand and act upon social and justice issues; becoming informed and involved in the community; organizing persons for community action.
- 1 (6) **Responsibilities and Relationships Regionally and with the General Church**  
Being involved in the life of the church beyond the congregation; strong personal commitment to the Christian Church (Disciples of Christ); helping the congregation know and be involved in the work of the Christian Church (Disciples of Christ).
- 1 (7) **Teaching**  
Strong commitment to teaching ministry; interpreting and teaching the Scriptures, theological concepts, church history, providing instruction for church leaders, members.

### B. MEMBERSHIP DEVELOPMENT/ADMINISTRATIVE MINISTRIES

- 1 (1) **Administrative Leadership**  
Accepting responsibility for leadership; encouraging shared leadership; helping persons develop their leadership abilities; encouraging others to assume and carry out leadership.
- 2 (2) **Congregational Communication**  
Encouraging two-way communication in the congregation; sharing information; encouraging shared problem solving in the congregation.
- 2 (3) **Evaluation of Program & Staff**  
Planning and carrying out efforts to evaluate programs; establishing procedures to evaluate staff performance in accord with goals and objectives.
- 2 (4) **Minister's Personal Creativity & Resourcefulness**  
Planning and leading program activities.
- 1 (5) **Planning Congregational Life**  
Long range planning and goal setting; helping leaders work together in solving problems; working with communities and officers; working effectively on a team.
- 1 (6) **Stewardship and Commitment Program**  
Developing stewardship education programs; encouraging regular stewardship growth; challenging the congregation towards commitment to the church's work.
- 2 (7) **Congregational Fellowship**  
Building a sense of fellowship and community; reaching out to inactive members; accepting persons with divergent background and traditions.

### C. PASTORAL/WORSHIP MINISTRIES

- 2 (1) **Congregational Home Visitation**  
Making pastoral calls on people in their homes.
- 1 (2) **Corporate Worship**  
Planning and leading worship; working with the congregation to develop a rich worship life.
- 2 (3) **Counseling**  
Maintain confidentiality; being compassionate and sensitive to other's needs; helping persons develop emotional maturity and security.
- 1 (4) **Hospital and Emergency Visitation**  
Making pastoral calls on persons in hospitals and nursing homes; ministering to persons in crisis situations.
- 1 (5) **Proclamation of the Word**  
Effective preaching; articulating personal faith.
- 2 (6) **Spiritual Development of Members**  
Helping persons develop their spiritual life; encouraging persons to relate their faith to their daily lives.

*Present or Most Recent Ministry Position:* First Christian Church  
*Office Address:* Remington Lane Cut N Shoot TX 74700  
*Office Telephone:* 555-555-5555  
*Position:* GR Senior Minister  
*Still Employed:* YES  
*Date Began:* 10/2001      *Date Ended (if applicable):*  
*Region:* Southwest

**Previous Ministerial Service**

Congregation/Organization Served & Location	Position	Date Began	Date Ended
First Christian Church	Pastor	08/1998	09/2001
Bethany Christian Church	Associate Minister	08/1990	07/1998
Central Christian Church	Pastor	08/1986	07/1989
First Christian Church	Associate Pastor	07/1983	07/1986
Jones Memorial Church	Youth Minister	01/1979	06/1983

*District/Area/Regional/General/Ecumenical Service with dates:*

*Community/Organization Service with dates:*

This is a sample profile for review purposes only and will not be in circulation.

**Rank 1,2,3... in each category**

1. *What type of congregation would you consider?*

- |  |                                     |                             |
|--|-------------------------------------|-----------------------------|
| <u>2</u> Congregation with one Pastor                            | <u>3</u> New Church Development     | Non-Congregational Ministry |
| <u>1</u> Congregation with Multiple Staff<br>Yoked Congregations | Part-time Ministry<br>Bi-Vocational |                             |

2. *In what type of ministry are you most interested?*

- |                     |                              |                              |                     |
|---------------------|------------------------------|------------------------------|---------------------|
| <u>1</u> Pastor     | Music Ministry               | <u>3</u> Ecumenical Ministry | Spiritual Direction |
| Co-Pastor           | Youth Ministry               | Campus Ministry              | Missionary          |
| Associate Pastor    | Children & Family Ministries | Chaplaincy                   | Interim Ministry    |
| Christian Education | <u>2</u> General/Regional    | Pastoral Counseling          |                     |

3. *What is the average worship attendance of the congregation for which you are searching?*

- 1-50   2   51-150   1   151-350   3   351+   Any

4. *What type of community would you consider serving?*

- Rural (*under 2,500*)   Town (*2,500-50,000*)   2   City (*50,000-250,000*)   3   Urban (*over 250,000*)   1   Suburb in Urban Area  
Any

**VII. Financial Needs**

1. **Cash Salary**   I will need a cash salary in the range indicated (not including housing allowance, benefits or professional expenses)

- |                 |  |                 |                 |                 |   |
|-----------------|--|-----------------|-----------------|-----------------|---|
| \$15,000-17,999 | \$22,000-25,999                                  | \$30,000-34,999 | \$40,000-49,999 | \$60,000-69,999 | \$80,000+                                   |
| \$18,000-21,999 | <input checked="" type="radio"/> \$26,000-29,999 | \$35,000-39,999 | \$50,000-59,999 | \$70,000-79,999 | <input checked="" type="radio"/> Negotiable |

2. **Housing**

- I will require a parsonage with paid utilities to accommodate \_\_\_\_\_ persons  
 I will require a housing allowance (including utilities) of \$ 15,000.00    Negotiable  
 I am open to a variety of housing options. (Please fill in appropriate information above.)

3. **Benefits**

- |                                    |   |                          |
|------------------------------------|---|--------------------------|
| <i>Pension Fund (14%):</i>         | <input checked="" type="radio"/> I am a pension member        | I desire to be a member  |
| <i>Health Care: USA:</i>           | <input checked="" type="radio"/> Church-Wide Health Care Plan | Other health plan        |
| <i>USA Social Security Offset:</i> | <input checked="" type="checkbox"/> Desired                   | Supplemental Health Plan |
|                                    | <i>Canada:</i>  |                          |

4. **Reimbursable Professional Expenses**

- |  |  |   |
|--|--|---|
| <input checked="" type="checkbox"/> Auto Expense | <input checked="" type="checkbox"/> Continuing Education               | <input checked="" type="checkbox"/> Assembly/Meeting Allowance                    |
| <input checked="" type="checkbox"/> Books        | <input checked="" type="checkbox"/> Miscellaneous Ministerial Expenses | <input checked="" type="checkbox"/> Costs for mandatory Criminal Background Check |

5. **Professional/Personal Enrichment & Renewal**

- Vacation 30 days per year   Continuing Education and Spiritual Retreat 10 days per year  
 Sabbatical 3 months after every 5 years

6. **Moving Expenses**

- All   Negotiable

List 4 persons only who have had opportunity to observe your ministry within the last five years, including at least two lay persons and a regional or area ministerial staff person from the region in which you have standing.

**These materials will not be circulated without a regional ministerial staff person reference.**

<i>Name</i>	<i>Address</i>	<i>Occupation</i>	<i>Phone</i>
Barbara Jones <i>(Regional Ministerial Staff Person)</i>	Box 192058 Little Rock AR 72219	Executive Regional Minister	501-562-6053
Dani Loving-Cartwright <i>(Lay Person)</i>	3209 S. University Drive Fort Worth TX 76109	Regional Minister	817-926-4687
R. John Smith <i>(Person familiar with your ministry)</i>		Evangelist	555-555-5555
Pam Holt <i>(Other)</i>	301 NW 36th St. Oklahoma City OK 73118	Regional Pastor	405-528-3577

*Is there other information which a committee should know that would be helpful when considering you as a candidate?*

With two children, we are concerned in finding a quality school system for them, and a suitable school system in the area for Carrie to be employed.

*When will you be available to relocate?*

Sixty Days Notice

*This is a sample profile for review purposes only and will not be accepted for circulation.*

**WAIVER:**

I waive the right to review reference responses to this form.

Minister's Signature \_\_\_\_\_

**To the Reference:** The person listed below has given your name as a reference. Please complete this form and return to the Office of Search and Call within **Two Weeks**. Neatness, clarity and dark copy which will reproduce well are essential. If the waiver has been signed the information you put down on the form will be kept in confidence, but will be seen by Regional Ministers and shared with Search Committees. Thank you for your assistance.

Please mail this form to:       The Office of Search and Call  
   Disciples Home Missions  
   P.O. Box 1986  
   Indianapolis, IN 46206-1986

**Minister's Name:**   Campbell Stone

**Address:**   1809 Bethany Drive  
                   Cane Ridge AR 00000

**Phone:**   405-555-5555

**Reference Name:**   Barbara Jones

**Address:** Box 192058  
                   Little Rock AR 72219

**Phone:**   501-562-6053

**E-mail:**   BJones@grrcc.org

How long have you known this person? \_\_\_\_\_

Relationship:   \_\_\_Lay member of Congregation   \_\_\_Current Regional Staff   \_\_\_General Staff   \_\_\_Family Friend  
                   \_\_\_Clergy Colleague                   \_\_\_Previous Regional Staff   \_\_\_Other

CHECK ONE IN EACH CATEGORY.

**LEADERSHIP CHARACTERISTICS**

	1	2	3	4	5	6	7
	Consistently		Usually		Sometimes		Do not know
1. Follows through with responsibilities							
2. Protects confidentiality							
3. Handles pressure well							
4. Manages time wisely							
5. Appropriate personal appearance							
6. Likes people							
7. Handles conflict well							
8. Portrays Christian maturity							
9. Takes criticism well							
10. Takes praise graciously							
11. Seeks help from others when needed							
12. Takes time for study							
13. Is creative/imaginative							
14. Has a positive attitude							
15. Is flexible/adaptable							
16. Is a good listener							

As you have observed this person, what do you consider to be her/his major strengths. For each listed emphasis, circle the number on the continuum that best represents your understanding. The continuum options for each answer move from #1 for activities you believe are major strengths in the person's ministry, to #5 which suggests the minister's abilities/accomplishments in such an area have significant room for improvement. Leaving any particular question blank, without a 1 through 5 score, results in a score of "0" being recorded for that question. A "0" score denotes the referent "has not observed" or "does not know" enough about that area of a minister's vocational life to comment.

**(Do not circle more than three #1's in each category. Circle the remaining emphases 2, 3, 4, or 5)**

### A. OUTREACH/TEACHING MINISTRIES

- 1 2 3 4 5 (1) **Ecumenical and Interfaith Activities**  
Active personal participation in ecumenical relationships; encouraging the congregation to participate in ecumenical relationships; encourages united Christian witness in the community.
- 1 2 3 4 5 (2) **Educational Program**  
Identifying with educational needs of persons; developing programs to meet those needs; helping to set educational goals for the congregation; working with youth, children and adults.
- 1 2 3 4 5 (3) **Evangelism**  
Bringing new members into the congregation regularly; developing commitment to evangelism in other people.
- 1 2 3 4 5 (4) **Involvement in Mission Beyond the Local Community**  
Understanding and interpreting the mission of the church from a global perspective; encouraging support of Christian Church outreach.
- 1 2 3 4 5 (5) **Mission in the Local Community**  
Helping persons understand and act upon social and justice issues; becoming informed and involved in the community; organizing persons for community action.
- 1 2 3 4 5 (6) **Responsibilities and Relationships Regionally and with the General Church**  
Being involved in the life of the church beyond the congregation; strong personal commitment to the Christian Church (Disciples of Christ); helping the congregation know and be involved in the work of the Christian Church (Disciples of Christ).
- 1 2 3 4 5 (7) **Teaching**  
Strong commitment to teaching ministry; interpreting and teaching the Scriptures, theological concepts, church history, providing instruction for church leaders, members.

### B. MEMBERSHIP DEVELOPMENT/ADMINISTRATIVE MINISTRIES

- 1 2 3 4 5 (1) **Administrative Leadership**  
Accepting responsibility for leadership; encouraging shared leadership; helping persons develop their leadership abilities; encouraging others to assume and carry out leadership.
- 1 2 3 4 5 (2) **Congregational Communication**  
Encouraging two-way communication in the congregation; sharing information; encouraging shared problem solving in the congregation.
- 1 2 3 4 5 (3) **Evaluation of Program & Staff**  
Planning and carrying out efforts to evaluate programs; establishing procedures to evaluate staff performance in accord with goals and objectives.
- 1 2 3 4 5 (4) **Minister's Personal Creativity & Resourcefulness**  
Planning and leading program activities.
- 1 2 3 4 5 (5) **Planning Congregational Life**  
Long range planning and goal setting; helping leaders work together in solving problems; working with communities and officers; working effectively on a team.
- 1 2 3 4 5 (6) **Stewardship and Commitment Program**  
Developing stewardship education programs; encouraging regular stewardship growth; challenging the congregation towards commitment to the church's work.
- 1 2 3 4 5 (7) **Congregational Fellowship**  
Building a sense of fellowship and community; reaching out to inactive members; accepting persons with divergent background and traditions.

### C. PASTORAL/WORSHIP MINISTRIES

- 1 2 3 4 5 (1) **Congregational Home Visitation**  
Making pastoral calls on people in their homes.
- 1 2 3 4 5 (2) **Corporate Worship**  
Planning and leading worship; working with the congregation to develop a rich worship life.
- 1 2 3 4 5 (3) **Counseling**  
Maintain confidentiality; being compassionate and sensitive to other's needs; helping persons develop emotional maturity and security.
- 1 2 3 4 5 (4) **Hospital and Emergency Visitation**  
Making pastoral calls on persons in hospitals and nursing homes; ministering to persons in crisis situations.
- 1 2 3 4 5 (5) **Proclamation of the Word**  
Effective preaching; articulating personal faith.
- 1 2 3 4 5 (6) **Spiritual Development of Members**  
Helping persons develop their spiritual life; encouraging persons to relate their faith to their daily lives.

**(For page 3 questions, please limit your comments to this page...no additional pages will be circulated. Thank you.)**

For what type of situation do you feel this person is best suited?

Are there ministerial situations for which it would be unwise to consider him/her?

Describe this person's ministry in ways which would help a search committee make a decision.

Describe this person's leadership strengths and methods.

Signature\_\_\_\_\_

Date\_\_\_\_\_

WAIVER:

I waive the right to review reference responses to this form.

Minister's Signature \_\_\_\_\_

To the Reference: The person listed below has given your name as a reference. Please complete this form and return to the Office of Search and Call within Two Weeks. Neatness, clarity and dark copy which will reproduce well are essential. If the waiver has been signed the information you put down on the form will be kept in confidence, but will be seen by Regional Ministers and shared with Search Committees. Thank you for your assistance.

Please mail this form to: The Office of Search and Call
Disciples Home Missions
P.O. Box 1986
Indianapolis, IN 46206-1986

Minister's Name: Campbell Stone

Address: 1809 Bethany Drive
Cane Ridge AR 00000

Phone: 405-555-5555

Reference Name: Dani Loving-Cartwright

Address: 3209 S. University Drive
Fort Worth TX 76109

Phone: 817-926-4687

E-mail: dlc@ccsw.org

How long have you known this person? 15 months

Relationship: Lay member of Congregation, Current Regional Staff, General Staff, Family Friend, Clergy Colleague, Previous Regional Staff, Other

CHECK ONE IN EACH CATEGORY.

LEADERSHIP CHARACTERISTICS

Table with 16 rows of leadership characteristics and 7 columns of response options (Consistently, Usually, Sometimes, Do not know). Row 1: Follows through with responsibilities. Row 2: Protects confidentiality. Row 3: Handles pressure well. Row 4: Manages time wisely. Row 5: Appropriate personal appearance. Row 6: Likes people. Row 7: Handles conflict well. Row 8: Portrays Christian maturity. Row 9: Takes criticism well. Row 10: Takes praise graciously. Row 11: Seeks help from others when needed. Row 12: Takes time for study. Row 13: Is creative/imaginative. Row 14: Has a positive attitude. Row 15: Is flexible/adaptable. Row 16: Is a good listener.



As you have observed this person, what do you consider to be her/his major strengths. For each listed emphasis, circle the number on the continuum that best represents your understanding. The continuum options for each answer move from #1 for activities you believe are major strengths in the person's ministry, to #5 which suggests the minister's abilities/accomplishments in such an area have significant room for improvement. Leaving any particular question blank, without a 1 through 5 score, results in a score of "0" being recorded for that question. A "0" score denotes the referent "has not observed" or "does not know" enough about that area of a minister's vocational life to comment.

(Do not circle more than three #1's in each category. Circle the remaining emphases 2, 3, 4, or 5)

### A. OUTREACH/TEACHING MINISTRIES

- 0 (1) **Ecumenical and Interfaith Activities**  
Active personal participation in ecumenical relationships; encouraging the congregation to participate in ecumenical relationships; encourages united Christian witness in the community.
- 0 (2) **Educational Program**  
Identifying with educational needs of persons; developing programs to meet those needs; helping to set educational goals for the congregation; working with youth, children and adults.
- 0 (3) **Evangelism**  
Bringing new members into the congregation regularly; developing commitment to evangelism in other people.
- 0 (4) **Involvement in Mission Beyond the Local Community**  
Understanding and interpreting the mission of the church from a global perspective; encouraging support of Christian Church outreach.
- 1 (5) **Mission in the Local Community**  
Helping persons understand and act upon social and justice issues; becoming informed and involved in the community; organizing persons for community action.
- 1 (6) **Responsibilities and Relationships Regionally and with the General Church**  
Being involved in the life of the church beyond the congregation; strong personal commitment to the Christian Church (Disciples of Christ); helping the congregation know and be involved in the work of the Christian Church (Disciples of Christ).
- 1 (7) **Teaching**  
Strong commitment to teaching ministry; interpreting and teaching the Scriptures, theological concepts, church history, providing instruction for church leaders, members.

### B. MEMBERSHIP DEVELOPMENT/ADMINISTRATIVE MINISTRIES

- 1 (1) **Administrative Leadership**  
Accepting responsibility for leadership; encouraging shared leadership; helping persons develop their leadership abilities; encouraging others to assume and carry out leadership.
- 0 (2) **Congregational Communication**  
Encouraging two-way communication in the congregation; sharing information; encouraging shared problem solving in the congregation.
- 0 (3) **Evaluation of Program & Staff**  
Planning and carrying out efforts to evaluate programs; establishing procedures to evaluate staff performance in accord with goals and objectives.
- 1 (4) **Minister's Personal Creativity & Resourcefulness**  
Planning and leading program activities.
- 1 (5) **Planning Congregational Life**  
Long range planning and goal setting; helping leaders work together in solving problems; working with communities and officers; working effectively on a team.
- 0 (6) **Stewardship and Commitment Program**  
Developing stewardship education programs; encouraging regular stewardship growth; challenging the congregation towards commitment to the church's work.
- 0 (7) **Congregational Fellowship**  
Building a sense of fellowship and community; reaching out to inactive members; accepting persons with divergent background and traditions.

### C. PASTORAL/WORSHIP MINISTRIES

- 0 (1) **Congregational Home Visitation**  
Making pastoral calls on people in their homes.
- 1 (2) **Corporate Worship**  
Planning and leading worship; working with the congregation to develop a rich worship life.
- 1 (3) **Counseling**  
Maintain confidentiality; being compassionate and sensitive to other's needs; helping persons develop emotional maturity and security.
- 0 (4) **Hospital and Emergency Visitation**  
Making pastoral calls on persons in hospitals and nursing homes; ministering to persons in crisis situations.
- 1 (5) **Proclamation of the Word**  
Effective preaching; articulating personal faith.
- 0 (6) **Spiritual Development of Members**  
Helping persons develop their spiritual life; encouraging persons to relate their faith to their daily lives.

**(For page 3 questions, please limit your comments to this page...no additional pages will be circulated. Thank you.)**

For what type of situation do you feel this person is best suited?

Campbell will serve best in situations where there are less than 100 people.

Are there ministerial situations for which it would be unwise to consider him/her?

Campbell will NOT do well in situations where there is a high level of conflict.

Describe this person's ministry in ways which would help a search committee make a decision.

Campbell has a pastor's heart. He does a good job of caregiving when there are not other pressures in his life. He enjoys ministry - especially the public persona of a pastor. Oftentimes, he and the elders of his current congregation have not seen eye-to-eye on many things. It has created some unnecessary conflict in this congregation.

PLEASE CALL ME SO WE CAN DISCUSS THIS FURTHER.

Describe this person's leadership strengths and methods.

- strong ego
- Strong leadership skills
- enjoys being "in charge"
- delights in publicity and notariety
- enjoys being the "community pastor."

Please call me for more information.

*This is a sample reference for review purposes only and will not be accepted for circulation.*

Signature \_\_\_\_\_

Date \_\_\_\_\_

**WAIVER:**

I DO NOT waive the right to review reference responses to this form.

Minister's Signature \_\_\_\_\_

**To the Reference:** The person listed below has given your name as a reference. Please complete this form and return to the Office of Search and Call within **Two Weeks**. Neatness, clarity and dark copy which will reproduce well are essential. If the waiver has been signed the information you put down on the form will be kept in confidence, but will be seen by Regional Ministers and shared with Search Committees. Thank you for your assistance.

Please mail this form to: The Office of Search and Call  
Disciples Home Missions  
P.O. Box 1986  
Indianapolis, IN 46206-1986

**Minister's Name:** Campbell Stone  
**Address:** 1809 Bethany Drive  
Cane Ridge AR 00000  
**Phone:** 405-555-5555

**Reference Name:** R. John Smith  
**Address:**  
**Phone:** 555-555-5555  
**E-mail:** rick@grrcc.org

How long have you known this person? 5 years

Relationship:  Lay member of Congregation     Current Regional Staff     General Staff     Family Friend  
 Clergy Colleague     Previous Regional Staff     Other

CHECK ONE IN EACH CATEGORY.

**LEADERSHIP CHARACTERISTICS**

	1	2	3	4	5	6	7
	Consistently		Usually		Sometimes		Do not know
1. Follows through with responsibilities	X						
2. Protects confidentiality	X						
3. Handles pressure well	X						
4. Manages time wisely	X						
5. Appropriate personal appearance	X						
6. Likes people	X						
7. Handles conflict well	X						
8. Portrays Christian maturity	X						
9. Takes criticism well	X						
10. Takes praise graciously	X						
11. Seeks help from others when needed	X						
12. Takes time for study	X						
13. Is creative/imaginative	X						
14. Has a positive attitude	X						
15. Is flexible/adaptable	X						
16. Is a good listener	X						

As you have observed this person, what do you consider to be her/his major strengths. For each listed emphasis, circle the number on the continuum that best represents your understanding. The continuum options for each answer move from #1 for activities you believe are major strengths in the person's ministry, to #5 which suggests the minister's abilities/accomplishments in such an area have significant room for improvement. Leaving any particular question blank, without a 1 through 5 score, results in a score of "0" being recorded for that question. A "0" score denotes the referent "has not observed" or "does not know" enough about that area of a minister's vocational life to comment.

(Do not circle more than three #1's in each category. Circle the remaining emphases 2, 3, 4, or 5)

### A. OUTREACH/TEACHING MINISTRIES

- 2 (1) **Ecumenical and Interfaith Activities**  
Active personal participation in ecumenical relationships; encouraging the congregation to participate in ecumenical relationships; encourages united Christian witness in the community.
- 2 (2) **Educational Program**  
Identifying with educational needs of persons; developing programs to meet those needs; helping to set educational goals for the congregation; working with youth, children and adults.
- 1 (3) **Evangelism**  
Bringing new members into the congregation regularly; developing commitment to evangelism in other people.
- 2 (4) **Involvement in Mission Beyond the Local Community**  
Understanding and interpreting the mission of the church from a global perspective; encouraging support of Christian Church outreach.
- 1 (5) **Mission in the Local Community**  
Helping persons understand and act upon social and justice issues; becoming informed and involved in the community; organizing persons for community action.
- 2 (6) **Responsibilities and Relationships Regionally and with the General Church**  
Being involved in the life of the church beyond the congregation; strong personal commitment to the Christian Church (Disciples of Christ); helping the congregation know and be involved in the work of the Christian Church (Disciples of Christ).
- 1 (7) **Teaching**  
Strong commitment to teaching ministry; interpreting and teaching the Scriptures, theological concepts, church history, providing instruction for church leaders, members.

### B. MEMBERSHIP DEVELOPMENT/ADMINISTRATIVE MINISTRIES

- 5 (1) **Administrative Leadership**  
Accepting responsibility for leadership; encouraging shared leadership; helping persons develop their leadership abilities; encouraging others to assume and carry out leadership.
- 4 (2) **Congregational Communication**  
Encouraging two-way communication in the congregation; sharing information; encouraging shared problem solving in the congregation.
- 3 (3) **Evaluation of Program & Staff**  
Planning and carrying out efforts to evaluate programs; establishing procedures to evaluate staff performance in accord with goals and objectives.
- 1 (4) **Minister's Personal Creativity & Resourcefulness**  
Planning and leading program activities.
- 2 (5) **Planning Congregational Life**  
Long range planning and goal setting; helping leaders work together in solving problems; working with communities and officers; working effectively on a team.
- 1 (6) **Stewardship and Commitment Program**  
Developing stewardship education programs; encouraging regular stewardship growth; challenging the congregation towards commitment to the church's work.
- 1 (7) **Congregational Fellowship**  
Building a sense of fellowship and community; reaching out to inactive members; accepting persons with divergent background and traditions.

### C. PASTORAL/WORSHIP MINISTRIES

- 2 (1) **Congregational Home Visitation**  
Making pastoral calls on people in their homes.
- 2 (2) **Corporate Worship**  
Planning and leading worship; working with the congregation to develop a rich worship life.
- 1 (3) **Counseling**  
Maintain confidentiality; being compassionate and sensitive to other's needs; helping persons develop emotional maturity and security.
- 2 (4) **Hospital and Emergency Visitation**  
Making pastoral calls on persons in hospitals and nursing homes; ministering to persons in crisis situations.
- 1 (5) **Proclamation of the Word**  
Effective preaching; articulating personal faith.
- 1 (6) **Spiritual Development of Members**  
Helping persons develop their spiritual life; encouraging persons to relate their faith to their daily lives.

**(For page 3 questions, please limit your comments to this page...no additional pages will be circulated. Thank you.)**

For what type of situation do you feel this person is best suited?

Anything he feels called to do

Are there ministerial situations for which it would be unwise to consider him/her?

No

Describe this person's ministry in ways which would help a search committee make a decision.

Rev. Stone has changed my life! He personally converted me and taught me the ways of the LORD. Through the five finger exercise, he touched my heart. I believe Rev. Stone can convert a fence post if he talks to it long enough. His talent and God given gifts are wasted on the ungrateful people of this church. I'm confident God has a vibrant, hungry place in mind to use Cambell's gifts. I just wish I could justify moving with him in order to continue the work God has started in me through this wonderful servant of Christ.

Describe this person's leadership strengths and methods.

Rev. Stone is patient and loving. He endures far more than I would ever be able in terms of stiff necked back biting people. He loves everyone anyway and seeks to lead them to follow Christ's path. He is a great spiritual mentor and guide.

*This is a sample reference for review purposes only and will not be accepted for circulation.*

Signature \_\_\_\_\_

Date \_\_\_\_\_

**WAIVER:**

I waive the right to review reference responses to this form.

Minister's Signature \_\_\_\_\_

**To the Reference:** The person listed below has given your name as a reference. Please complete this form and return to the Office of Search and Call within **Two Weeks**. Neatness, clarity and dark copy which will reproduce well are essential. If the waiver has been signed the information you put down on the form will be kept in confidence, but will be seen by Regional Ministers and shared with Search Committees. Thank you for your assistance.

Please mail this form to: The Office of Search and Call  
Disciples Home Missions  
P.O. Box 1986  
Indianapolis, IN 46206-1986

**Minister's Name:** Campbell Stone  
**Address:** 1809 Bethany Drive  
Cane Ridge AR 00000  
**Phone:** 405-555-5555

**Reference Name:** Tom Jewell  
**Address:** 301 NW 36th St.  
Oklahoma City OK 73118  
**Phone:** 405-528-3577  
**E-mail:** tjewell@okdisciples.org

How long have you known this person? 87 years

Relationship:  Lay member of Congregation  Current Regional Staff  General Staff  Family Friend  
 Clergy Colleague  Previous Regional Staff  Other

CHECK ONE IN EACH CATEGORY.

**LEADERSHIP CHARACTERISTICS**

	1	2	3	4	5	6	7
	Consistently		Usually		Sometimes		Do not know
1. Follows through with responsibilities							X
2. Protects confidentiality							X
3. Handles pressure well							X
4. Manages time wisely							
5. Appropriate personal appearance	X						
6. Likes people							X
7. Handles conflict well						X	
8. Portrays Christian maturity	X						
9. Takes criticism well						X	
10. Takes praise graciously	X						
11. Seeks help from others when needed	X						
12. Takes time for study	X						
13. Is creative/imaginative	X						
14. Has a positive attitude	X						
15. Is flexible/adaptable						X	
16. Is a good listener	X						

As you have observed this person, what do you consider to be her/his major strengths. For each listed emphasis, circle the number on the continuum that best represents your understanding. The continuum options for each answer move from #1 for activities you believe are major strengths in the person's ministry, to #5 which suggests the minister's abilities/accomplishments in such an area have significant room for improvement. Leaving any particular question blank, without a 1 through 5 score, results in a score of "0" being recorded for that question. A "0" score denotes the referent "has not observed" or "does not know" enough about that area of a minister's vocational life to comment.

(Do not circle more than three #1's in each category. Circle the remaining emphases 2, 3, 4, or 5)

### A. OUTREACH/TEACHING MINISTRIES

- 1 (1) **Ecumenical and Interfaith Activities**  
Active personal participation in ecumenical relationships; encouraging the congregation to participate in ecumenical relationships; encourages united Christian witness in the community.
- 1 (2) **Educational Program**  
Identifying with educational needs of persons; developing programs to meet those needs; helping to set educational goals for the congregation; working with youth, children and adults.
- 5 (3) **Evangelism**  
Bringing new members into the congregation regularly; developing commitment to evangelism in other people.
- 2 (4) **Involvement in Mission Beyond the Local Community**  
Understanding and interpreting the mission of the church from a global perspective; encouraging support of Christian Church outreach.
- 2 (5) **Mission in the Local Community**  
Helping persons understand and act upon social and justice issues; becoming informed and involved in the community; organizing persons for community action.
- 2 (6) **Responsibilities and Relationships Regionally and with the General Church**  
Being involved in the life of the church beyond the congregation; strong personal commitment to the Christian Church (Disciples of Christ); helping the congregation know and be involved in the work of the Christian Church (Disciples of Christ).
- 1 (7) **Teaching**  
Strong commitment to teaching ministry; interpreting and teaching the Scriptures, theological concepts, church history, providing instruction for church leaders, members.

### B. MEMBERSHIP DEVELOPMENT/ADMINISTRATIVE MINISTRIES

- 1 (1) **Administrative Leadership**  
Accepting responsibility for leadership; encouraging shared leadership; helping persons develop their leadership abilities; encouraging others to assume and carry out leadership.
- 2 (2) **Congregational Communication**  
Encouraging two-way communication in the congregation; sharing information; encouraging shared problem solving in the congregation.
- 5 (3) **Evaluation of Program & Staff**  
Planning and carrying out efforts to evaluate programs; establishing procedures to evaluate staff performance in accord with goals and objectives.
- 2 (4) **Minister's Personal Creativity & Resourcefulness**  
Planning and leading program activities.
- 2 (5) **Planning Congregational Life**  
Long range planning and goal setting; helping leaders work together in solving problems; working with communities and officers; working effectively on a team.
- 1 (6) **Stewardship and Commitment Program**  
Developing stewardship education programs; encouraging regular stewardship growth; challenging the congregation towards commitment to the church's work.
- 1 (7) **Congregational Fellowship**  
Building a sense of fellowship and community; reaching out to inactive members; accepting persons with divergent background and traditions.

### C. PASTORAL/WORSHIP MINISTRIES

- 1 (1) **Congregational Home Visitation**  
Making pastoral calls on people in their homes.
- 1 (2) **Corporate Worship**  
Planning and leading worship; working with the congregation to develop a rich worship life.
- 2 (3) **Counseling**  
Maintain confidentiality; being compassionate and sensitive to other's needs; helping persons develop emotional maturity and security.
- 1 (4) **Hospital and Emergency Visitation**  
Making pastoral calls on persons in hospitals and nursing homes; ministering to persons in crisis situations.
- 5 (5) **Proclamation of the Word**  
Effective preaching; articulating personal faith.
- 2 (6) **Spiritual Development of Members**  
Helping persons develop their spiritual life; encouraging persons to relate their faith to their daily lives.

**(For page 3 questions, please limit your comments to this page...no additional pages will be circulated. Thank you.)**

For what type of situation do you feel this person is best suited?

Could serve as pastor of a congregation.

Are there ministerial situations for which it would be unwise to consider him/her?

Would not be a good choice for youth pastor.

Describe this person's ministry in ways which would help a search committee make a decision.

Has had a lot of experience working in other denominations. Finally has found a home with Disciples.

Describe this person's leadership strengths and methods.

Tends to be pretty clear about what the Church needs to accomplish. Works well with laity so long as everyone agrees on the direction of the ministry.

Please call me for additional comments.

*This is a sample reference for review purposes only and will not be accepted for circulation.*

Signature \_\_\_\_\_

Date MAR 18 2010



# **APPENDIX C**

A “Teaching” Profile

## An Insider's Guide to Reading Search and Call Papers

*This guide is designed to help you walk through the sample search and call papers for Rev. Campbell Stone. This is an exercise to help familiarize you with these forms and help you walk through the forms you receive in an informed and discerning way.*

### The Ministerial Profile:

- A. Telephone numbers:  
Telephone contacts are HOME phone and CELL phone. It would be inappropriate to call someone's WORK number and say, "Hello, this is Pete Smith and I'm with the search committee in Poduck, Texas." So, please limit contacts to these two phone numbers.
- B. E-mail address:  
This e-mail address is given to facilitate official communication, such as: "Thank you for taking time to talk with us." "We look forward to our conversation next Thursday at 7 p.m." "We are in our process and will get back to you within 10 days."
- C. "Family" Description:  
The information shared here can vary immensely. There are pastors who are single, married, divorced, blended families, widowed. There are families with no children, lots of children, adopted children, foster children. There are some folks who describe their extended family or their pets. This information will help you know who the candidate considers "family."
- D. Education:  
It is important that you are aware of educational achievements of the candidates. Please note on this example, though, that the place where they received their D.Min. in Homiletics came from a school that has a similar name to an accredited theological institution that is Disciples-related, Christian Theological Seminary (C.T.S.) in Indianapolis, Indiana. "Colorado Theological Seminary" (also C.T.S.) is an on-line seminary that is NOT

accredited by the Association of Theological Schools - the measuring stick most often used to rate theological institutions.

E. Ordained or Licensed (Commissioned):

In this section, you can see when your candidates were ordained or licensed and by what Region.

F1. Specialized Training:

Please look here to discover any specialized training that your candidate has acquired. "CPE" is "clinical pastoral education" and is a program of a specified length that extends the pastor's training and self-reflection in a rigorous hospital setting.

F2. Previous Employment:

Sometimes a pastor may find employment outside of ministry for a time for a wide variety of reasons (congregation unavailable in area where spouse is employed, pastor seeking a time of reflection and discernment, intentional decision to take a break from ministry or strength other skills, etc.). That "other" employment will be listed here.

G. Theological Concepts & Leadership Expectations:

These seven questions are the only place for creativity to be expressed in these forms. Pay careful attention to what is said in this section. You may decide to read this with two different colors of highlighters at hand so that you may mark the things that you "like" with one color and the "questions" that you come across or things that you want to know more about with another color. It is the hope that any minister can succinctly answer the questions. This is a page from which your questions for each individual candidate can be gathered.

Please note: The forms are completed online. Sometimes punctuation marks end up translating in the system to unusual keystrokes. "I'm" can look like "I%m" in the printing of the documents from the online source. This is not the fault of the candidate - but a fluke in the system.

In questions #1, you will find a wide variety of faith journeys and calls to ministry. Each should reflect the candidate's experience. There is NO right answer.

In questions #2, #3, & #4, you will learn more about why the minister is seeking a change and how they understand ministry, mission and their role in the life of the church.

In question #5 & #6, the candidate is asked to name his/her strengths and gifts. Some have commented that these sound "boastful." It is hoped that candidates can name with clarity their gifts and graces for ministry. Celebrate these blessings!

In question #7, the candidate is asked to describe their long-term goals. Please be sure that their "long-term goals" are doable in the position available in your congregation.

H. Ministerial Emphases:

In this section, the minister is asked to select the emphases that would be most satisfying in their ministry. They may only select three "1's" in each of three sections. These are the areas for which they find the most satisfaction in ministry.

(You will be referring to this section in comparison to other pieces of the paperwork.)

Note where the "1's" are. Also, note in which areas they have placed any number greater than 3. These are areas in which the congregation will need to provide energy and assist in filling the gap, since this is not the minister's most satisfying part of ministry.

I. Ministerial Service:

This is where the ministry candidate lists her/his experiences working in the church.

Please note: The most current ministry is listed ABOVE the box.

J. Dates:

Please check the dates listed here and note any gaps. Non-ministerial work could be listed on page 1, question # II-4. Note that Campbell Stone (our example) has a whole year gap here from 7/1989 to 8/1990. The search committee will want to ask about this time period.

- J1. Community/Greater Church Experience:  
If you are in a community where it is important for your minister to be involved in the greater
- K. Summary of Preferences:  
This section is where ministry candidates dream. These numbers are listed when they are imagining the possibilities. Do not let their dreaming limit your asking.
- L. What Type of Community?  
This is a CRITICAL question. Folks who have been doing rural or small town ministry do not always understand the dynamics of city life. Likewise, city folks do not always understand the life of small towns or rural areas. Be sure that you have good conversation about your setting with your candidates and their experiences in places like yours.
- M. Financial Needs:  
This section delineates what a pastor would like in any certain area of compensation. It is wise to use this as a guide in your negotiations.
- N. Cash Salary: For this purpose, this is their salary NOT including their housing (or housing allowance), benefits or professional expenses.
- O. Housing: Please note the housing options noted by the pastor; again, these are their preferences.

- P. Benefits: Again, these are a pastor's preferences. It is hoped that your congregation does provide both pension and health care for your pastor.
- Q. Reimbursable Professional Expenses:  
Please note: these are expenses for which the pastor pays initially, receipts are turned in within 60 days of the expenditure, and the congregation reimburses them for the expense because it is an expense because of their profession. (For example, books, mileage, registration expenses for an event, travel reimbursement, etc.)
- R. Professional/Personal Enrichment and Renewal:  
This area lists the pastor's wishes regarding vacation days, continuing education, spiritual retreat and sabbatical. It is hoped that all full-time pastors receive 4 weeks (30 days including 4 Sundays) for vacation each year as a minimum. These are all items to be negotiated.
- S. Moving Expenses:  
Whether a candidate lives close by or far away, if they are the right candidate in a particular time in the life of a congregation, the cost of moving expenses will be a worthwhile investment.
- T. References:  
Each candidates lists four references in their profile. You will receive a complete packet of information from each one. Please note there are four SPECIFIC references: 1) their current Regional Minister (or Regional Minister designee), 2) a layperson, 3) a person familiar with their ministry and 4) other. The Regional Minister reference is designed for the purpose to guarantee that the candidate has current standing as a minister of the Christian Church (Disciples of Christ). Even though it is hoped that each Regional Minister knows each minister well, in some Regions that is not the case. This reference is important to determine current standing. The other references should have the most relevant input!

- U. Please notice what each person does....it helps to interpret their reference to the best potential.
- V. This space is where a candidate can tell you anything s/he wants to regarding their needs or information about them. Please pay attention to these!
- W. When can they come???? Here's the answer.

### Reference Forms:

1. Waiver:  
Each candidate has the opportunity to waive their right to review the references given for them. However, please remember that the candidate selects the references. References for whom this line is NOT signed have not had complete freedom to review the pastoral ministry of the candidate.
2. Reference Name:  
It is hoped that this information is spelled correctly. For example, this reference is Dani Loving Cartwright (not hyphenated) and the address listed here is an old address more than 2 years old. A question could be asked, "How well does this reference really know the candidate?"
3. Length of relationship:  
This is one of the most important lines on this form. If this answer is LESS THAN ONE YEAR, just know that this reference cannot know this candidate well.
4. What is the relationship of the reference?  
Please note the relationship of the reference. Particularly notice the variety of references included. One of these references must be a reference from their current Regional Minister or Regional Minister designee (i.e. Area Minister, Minister of Search and Call, Associate Regional Minister, etc.)

5. Leadership Characteristics:

Please note where a reference places the "x". If they have known the candidate for a long time and have several "do not know's", there may be more questions to ask. If they mark "#1, consistently" on everything, then you should expect that their page 3 questions should reflect high praise for this candidate.

6. Ministerial Emphases:

In the Minister's Profile, in section IV, the candidate listed what they find "most satisfying" in ministry. Here, the reference has an opportunity to identify the candidate's "strengths". Again, they are only allowed to mark three #1's in each section. Note if there are any numbers listed above 3.

7. For what type of position is this person best suited?

The Regional Minister reference is going to be the most reliable answer on this question simply because of his/her knowledge of the variety of positions available for ministry practice.

Note the second question, as well, - "Are their situations where they should NOT be?" It is equally as important.

8. Describe this person's ministry:

Get out your two colors of highlighters again. In this section, mark the things that excite you about this person's ministry or things that you think make this person a good fit for your congregation in one color. In a different color, highlight the areas of concern or questions you have or things that you think might make this person not as good of a fit for your congregation.

9. Leadership Strengths and Methods:

Sometimes, a reference will not complete this section because they assume they have already given that information in the previous question.



**WARNING! WARNING! WARNING!**

When any reference says,

"PLEASE CALL ME"

then it is imperative that the Search Committee be sure to call that reference.

10. A number "5"  
Please notice that a #5 has shown up for this candidate in the area of "administrative leadership" from a person who is a layperson and has known this person for 5 years.
11. In addition, there is a #4 selected for "Congregational Communication" from this same reference.  
  
(CHECK IT OUT! Ask some more questions about administration and communication to your candidate. Ask some detailed questions to the reference about when they saw weak administrative leadership and poor communication exhibited in this person's ministry.)
12. Person's ministry:  
Even though this reference said that this candidate has poor administrative and communication skills, this pastor has "changed his/her life!" So, here is an example of a person whose gifts are strong in one area and weak in another.
13. Notice: This person doesn't seek help from others when needed.  
(This is the comment from the Regional minister.)  
(CHECK IT OUT....ask more questions of candidate and of the reference!)
14. Notice: This person is NOT flexible or adaptable. (This is the comment from the Regional minister.) (CHECK IT OUT...ask more questions of the candidate and of the reference.)
15. Notice: This is the SECOND #5 in Congregational communication that this candidate has received.  
CHECK IT OUT!

16. Note what is not said. "Likes to debate" - could possibly mean debating with church leaders? CHECK IT OUT and CLARIFY the meaning. Also, "accepts opportunities to speak across the country frequently" - Was this pastor gone a lot from the pulpit on Sundays? CHECK IT OUT and CLARIFY the meaning.
17. Note what is said: "preaches for LONG PERIODS OF TIME..." and "Mrs. Stone does the mentoring of the girls and women..." Does this preacher go on and on in Sunday sermons? How does this candidate feel about women in leadership in the church? CHECK IT OUT and CLARIFY with candidate and with reference!
18. Notice: This reference has known the candidate for 87 years and "does not know" if they "follow through on responsibilities, protects confidentiality, handles pressure well, or likes people!" CHECK IT OUT!
19. Notice: But this reference DOES know that the candidate DOES NOT handle conflict well, take criticism well or is flexible or adaptable. (Please note: that's two references who have suggested inflexibility and not adaptable personality and behavior.) CHECK IT OUT!!!
20. Notice: A #5 is selected for Evangelism when the candidate himself has listed it as a #1!!! CHECK IT OUT!
21. Notice: "Please call me." What are you supposed to do? See # 9 if you have forgotten!

FINAL NOTE:

*We hope this tool has been helpful for you to get a sense of how these documents work. Campbell Stone is a fictitious preacher and the sample references are HIGHLY exaggerated in order to point out issues for your consideration! Remember, you are not alone in this process. First, God is with you every step of the way. Second, your Regional Staff person is too! Blessings as you seek to call the next person to step alongside you in ministry!*