Toolbox

TOOL 1

PASTOR SEARCH COMMITTEE RETREAT

8:00 a.m.	Fellowship time with coffee and juice
8:15	Scripture reading and prayer
8:30	Personal testimonies of members' spiritual pilgrimages and personal dreams for the church and its new pastor
9:30	Break
9:45	Overview of *Pastor Search Committee Handbook*
10:00	Discussion of "Understanding Theological Concepts That Guide the Committee" (phase 1, p. 15)
10:45	Break
11:00	Discussion of "Committee Covenant" (phase 1, pp. 20–21) and "Pastor Search Committee Covenant of Agreements" (tool 3)
11:45	Agreement on committee covenant
12:00 noon	Lunch
12:45 p.m.	Discussion of "Developing and Adopting Committee Guidelines" (phase 1, p. 21)
1:30	Discussion of phase 2 of the search process
2:00	Break
2:15	Discussion of phase 3 of the search process
2:45	Discussion of phases 4–5 of the search process
3:15	Break
3:30	Agreement on committee guidelines and recommendations to the church
4:15	Prayer for the work of the committee and the church
5:00	Adjourn

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TOOL 2

DIRECTORY OF BAPTIST STATE CONVENTIONS

Alabama
Alabama Baptist Convention State Board of Missions
P.O. Box 11870
Montgomery, AL 36111-0870
Phone: (800) 264-1225
Web site: *www.alsbom.org*

Alaska
Alaska Baptist Convention
1750 O'Malley Road
Anchorage, AK 99507
Phone: (907) 344-9627
Web site: *www.alaskabaptistconvention.com*

Arizona
Arizona Southern Baptist Convention
2240 North Hayden Road
Scottsdale, AZ 85257
Phone: (480) 945-0880; (800) 687-2431
Web site: *www.azsobaptist.org*

Arkansas
Arkansas Baptist State Convention
10 Remington Drive
Little Rock, AR 72204
Phone: (501) 376-4791
Web site: *www.absc.org*

California
California Southern Baptist Convention
678 East Shaw Avenue
Fresno, CA 93710-7704
Phone: (559) 229-9533
Web site: *www.csbc.com*

Canada
Canadian National Baptist Convention
100 Convention Way
Cochrane, AB T4C 2G2
Canada
Phone: (403) 932-5688; (888) 442-2272
Web site: *www.cnbc.ca*

Colorado
Colorado Baptist General Convention
7393 South Alton Way
Centennial, CO 80112-2302
Phone: (303) 771-2480; (888) 771-2480
Web site: *http://saturatecolorado.com*

Dakotas
Dakota Baptist Convention
P.O. Box 770
Sioux Falls, SD 57101
Phone: (605) 271-9224
Web site: *www.dakotabaptist.com*

District of Columbia
District of Columbia Baptist Convention
1628 16th Street NW
Washington, DC 20009
Phone: (202) 265-1526
Web site: *www.dcbaptist.org*

Florida
Florida Baptist Convention
1230 Hendricks Avenue
Jacksonville, FL 32207
Phone: (904) 396-2351; (800) 226-8584
Web site: *www.flbaptist.org*

Georgia
Georgia Baptist Convention
6405 Sugarloaf Parkway
Duluth, GA 30097
Phone: (770) 455-0404; (800) 746-4422
Web site: *www.gabaptist.org*

Hawaii
Hawaii Pacific Baptist Convention
2042 Vancouver Drive
Honolulu, HI 96822-2491
Phone: (808) 946-9581
Web site: *www.hpbaptist.net*

Illinois
Illinois Baptist State Association
P.O. Box 19247
Springfield, IL 62794
Phone: (217) 786-2600
Web site: *www.ibsa.org*

Indiana
State Convention of Baptists in Indiana
900 North High School Road
Indianapolis, IN 46214
Phone: (317) 481-2400
Web site: *www.scbi.org*

Iowa
Baptist Convention of Iowa
2400 86th Street, Suite 27
Des Moines, IA 50322
Phone: (515) 278-1566
Web site: *www.bciowa.org*

Kansas-Nebraska
Kansas Nebraska Convention of Southern Baptists
5410 Southwest Seventh Street
Topeka, KS 66606-2398
Phone: (800) 984-9092
Web site: *www.kncsb.org*

Kentucky
Kentucky Baptist Convention
P.O. Box 43433; 13420 Eastpoint Centre Drive
Louisville, KY 40253-0433
Phone: (502) 245-4101; (800) 266-6477
Web site: *www.kybaptist.org*

Louisiana
Louisiana Baptist Convention
P.O. Box 311
Alexandria, LA 71309-0311
Phone: (318) 448-3402
Web site: *www.lbc.org*

Maryland/Delaware
Baptist Convention of Maryland/Delaware
10255 Old Columbia Road
Columbia, MD 21046
Phone: (800) 466-5290
Web site: *www.bcmd.org*

Michigan
Baptist State Convention of Michigan
8420 Runyan Lake Road
Fenton, MI 48430
Phone: (810) 714-1907
Web site: *www.bscm.org*

Minnesota-Wisconsin
Minnesota Wisconsin Baptist Convention
519 16th Street Southeast
Rochester, MN 55904
Phone: (507) 282-3636
Web site: *www.mwbc.org*

Mississippi
Mississippi Baptist Convention Board
P.O. Box 530
Jackson, MS 39205-0530
Phone: (601) 968-3800
Web site: *www.mbcb.org*

Missouri
Missouri Baptist Convention
400 East High Street
Jefferson City, MO 65101
Phone: (573) 636-0400; (800) 736-6227
Web site: *www.mobaptist.org*

Montana
Montana Southern Baptist Convention
1130 Cerise Road
Billings, MT 59101
Phone: (406) 252-7537
Web site: *www.mtsbc.org*

Nevada
Nevada Baptist Convention
406 California Avenue
Reno, NV 89509
Phone: (775) 786-0406
Web site: *www.nbcsbc.org*

New England
Baptist Convention of New England
87 Lincoln Street
Northborough, MA 01532
Phone: (508) 393-6013
Web site: *www.bcne.net*

New Mexico
The Baptist Convention of New Mexico
P.O. Box 94485
Albuquerque, NM 87199-0485
Phone: (505) 924-2300
Web site: *www.bcnm.com*

New York
Baptist Convention of New York
6538 Baptist Way
East Syracuse, NY 13057
Phone: (315) 433-1001
Web site: *www.bcnysbc.org*

North Carolina
Baptist State Convention of North Carolina
205 Convention Drive
Cary, NC 27511
Phone: (800) 395-5102
Web site: *www.ncbaptist.org*

Northwest
Northwest Baptist Convention
3200 Northeast 109th Avenue
Vancouver, WA 98682
Phone: (360) 882-2100
Web site: www.*nwbaptist.org*

Ohio
State Convention of Baptists in Ohio
9000 Antares Avenue
Columbus, OH 43240
Phone: (614) 258-8491
Web site: *www.scbo.org*

Oklahoma
Baptist General Convention of Oklahoma
3800 North May Avenue
Oklahoma City, OK 73112
Phone: (405) 942-3800
Web site: *www.bgco.org*

Pennsylvania-South Jersey
Baptist Convention of Pennsylvania/South Jersey
4620 Fritchey Street
Harrisburg, PA 17109
Phone: (717) 652-5856
Web site: *www.brnonline.org*

South Carolina
South Carolina Baptist Convention
190 Stoneridge Drive
Columbia, SC 29210
Phone: (803) 765-0030
Web site: *www.scbaptist.org*

Tennessee
Tennessee Baptist Convention
P.O. Box 728
Brentwood, TN 37024-0728
Phone: (615) 373-2255; (800) 558-2090
Web site: *www.tnbaptist.org*

Texas
Baptist General Convention of Texas
333 North Washington Avenue
Dallas, TX 75246-1798
Phone: (214) 828-5100; (888) 244-9400
Web site: *www.bgct.org*

Southern Baptists of Texas Convention
P.O. Box 1988
Grapevine, TX 76099-1988
Phone: (817) 552-2500; (877) 953-7282
Web site: *www.sbtexas.com*

Utah-Idaho
Utah-Idaho Southern Baptist Convention
P.O. Box 1347; 12401 South 450 East, G1
Draper, UT 84020
Phone: (801) 572-5350
Web site: *www.uisbc.org*

Virginia
Baptist General Association of Virginia
2828 Emerywood Parkway
Richmond, VA 23294
Phone: (800) 255-2428
Web site: *www.vbmb.org*

Southern Baptist Conservatives of Virginia
4101 Cox Road, Suite 100
Glen Allen, VA 23060
Phone: (888) 234-7716
Web site: *www.sbcv.org*

West Virginia
West Virginia Convention of Southern Baptists
One Mission Way
Scott Depot, WV 25560
Phone: (304) 757-0944; (800) 411-5758
Web site: *www.wvbaptists.org*

Wyoming
Wyoming Southern Baptist Convention
3925 Casper Mountain Road
Casper, WY 82601
Phone: (307) 472-4087
Web site: *www.wyomingsbc.org*

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TOOL 3

PASTOR SEARCH COMMITTEE COVENANT OF AGREEMENTS

As a member of the pastor search committee of _____ Baptist Church, I gladly covenant to participate in the work of the committee according to the following agreements.

Covenant of Ethical Behavior
I agree to relate to each member in a manner consistent with the ethical standards characterized by Jesus Christ.

Covenant of Spiritual Preparation
I agree to make Bible study and prayer ongoing priorities in my life.

Covenant of Prayer
I agree to pray daily for each committee member and for the work of the church.

Covenant of Unity
I agree to work in unity, not regarding myself as of more value than others, "diligently keeping the unity of the Spirit with the peace that binds us" (Eph. 4:3).

Covenant of Honesty and Openness
I agree to be honest and open with others on the committee, always seeking the Holy Spirit's guidance so that the fruit of the Spirit identified in Galatians 5:22-23 will characterize my participation.

Covenant of Confidentiality
I agree to refrain from discussing with persons outside the committee, including members of my family, information shared in committee meetings unless the committee agrees to release information to other church members.

Covenant of Faithfulness
I agree to remain faithful to the church and its ministries so that church members will have confidence in the committee and so that I can effectively and honestly interpret the work of the church to prospective pastors being considered by the committee.

_____ _____

Signature Date

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TOOL 4

PASTOR-CHURCH COVENANT OF RELATIONSHIP

This covenant between _____ (pastor) and _____ Church at (address) _____ is entered to provide clear understandings about relationships and responsibilities necessary to bring glory to God through the growth of the church and the pastor throughout the tenure of his ministry.

The church and the pastor are pleased to enter this covenant, effective _____ (date). This covenant shall continue as long as both the pastor and the church believe it is God's will for them.

Led by the Spirit of God, the pastor agrees to the following.

1. Seek the mind of Christ and the guidance of the Holy Spirit in all things.
2. Be a person of integrity in his family, the church, and the community.
3. Be loving and gracious to all.
4. Be diligent in work according to a work schedule shared with the church.
5. Use his ministry gifts, knowledge, and wisdom to glorify Christ through the church.
6. Provide spiritual leadership to the church.
7. Lead the church in planning and implementing ministries that fulfill the Great Commission.
8. Preach to instruct, inspire, and enable the church for ministry.
9. Coordinate baptismal services, officiate weddings and funerals, or delegate these responsibilities.
10. Mediate conflict to produce healthy, productive relationships in the church.
11. Lead the church staff and delegate responsibilities to staff members or church officers.
12. Lead the church leadership team (church council) in its tasks or delegate responsibility.
13. Counsel other church leaders and ministry teams about their work.
14. Evangelize the lost through preaching and personally as a disciple of Jesus Christ.
15. Care for persons with special needs and lead others to be involved in caring ministries.
16. Respect church members' ministry gifts and encourage members' growth and involvement in the life of the church.
17. Represent the church in community and denominational activities.

Led by the Spirit of God, the church agrees to the following.

1. Be loving and gracious to the pastor and his family.
2. Pray for spiritual power in his life and work.
3. Respectfully relate to him as God's anointed leader for this task.
4. Support his leadership with active participation in the church's ministries.
5. Talk with him about personal concerns instead of talking about him to others.
6. Provide resources for doing the work to which he is committed, including competent and loyal staff members, as needed.

7. Provide a salary and benefits commensurate with the duties of his office.
8. Free him to do the work to which he is called as other church leaders and members fulfill their responsibilities.
9. Annually provide a fair, impartial, and constructive ministry review.

The church and the pastor agree to the following work schedule.
Inasmuch as the pastor has responsibilities that cannot be measured in definite schedules of time, he will give care to scheduling his time and activities to best serve the Lord and the interests of the church, allowing time for personal and family needs. He is encouraged to have two days off each week while being on call in times of crisis. The pastor and the church will be best served if the pastor establishes a schedule of office hours and informs members of the schedule. The pastor's responsibilities require many hours of isolation for prayer, study, and preparation. Church members will regard this time as vital to the ministry and, whenever possible, arrange for consultation and counsel at other times.

The church and the pastor agree to the following salary, housing, benefits, and expenses (see tool 5 for descriptions).
The church will provide for the pastor as spelled out on the attached checklist (see tool 6):
1. Salary
2. Housing
3. Protection benefits
4. Ministry and continuing-education expenses
5. Vacation, leave, and sabbatical

When the pastor search committee and the pastor agree on the conditions of this covenant of relationship, the committee will recommend that the church adopt the covenant and call the pastor.

This covenant of relationship is entered by:

_____
Pastor

_____
Chairman, Pastor Search Committee

_____
Date

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TOOL 5

PASTOR'S SALARY, HOUSING, BENEFITS, AND EXPENSES

Work with the appropriate church committees, such as personal, budget, or finance, to provide a budget line item for each of the following expense areas. These figures can show the total budget commitment to the pastor and can distinguish between personal benefits provided for the pastor and the expenses he incurs in providing effective ministry.

Salary

To assist you, many Baptist state conventions (see tool 2) have information from church-related compensation surveys. The pastor's salary should reflect several factors:

1. Investment in educational preparation
2. Years of experience
3. Range of responsibilities, including supervision of staff and volunteers
4. Cost of living
5. Salaries for management positions in the corporate community in which your church is located
6. Salaries of pastors in other churches with comparable responsibilities

Housing

The time between pastors may provide a good opportunity to consider all of the options for providing housing for your pastor.

Some churches provide a church-owned house for the pastor and his family, including the cost of utilities. This arrangement has several benefits. The pastor doesn't have to be concerned about finding a home when he arrives or about selling a home when he leaves. Church members feel pride in owning and maintaining the parsonage. In the short term this approach may be more economical for the church. However, it also has drawbacks. The pastor builds no equity toward future housing, especially for retirement. The family has no guarantee of housing if the pastor dies or becomes disabled. Conflict can arise over lawn maintenance, pets, and responsibility for damage.

Other churches provide a housing allowance to enable the pastor to purchase or rent a house. The housing allowance, combined with the salary, is the equivalent to gross income on a paycheck. The pastor should recommend and the church should approve an amount to be reported as salary and an amount to be reported as housing allowance. The housing allowance, as long as it is within the housing-rental-allowance criteria of the Internal Revenue Service, is not taxable.

When the church already has a house for the pastor, it can consider selling the house to the pastor at its current appraised value and providing a housing allowance to cover the cost of housing payments. Or the church can finance the sale itself so that the principal plus interest is paid back to the church. The pastor benefits by not having to make a high downpayment. When the pastor leaves, the church may agree to buy the house at the appraised value at that time, keeping the property for the church's continuing ministry.

An ordained minister is an employee of the church for income-tax purposes but is self-employed for Social Security purposes. Therefore, the housing allowance is not taxable as income. But the pastor pays both the church's part and his personal part of Social Security taxes. For this reason some churches add a Social Security offset to the salary and housing allowance. The amount, equal to the employer's share of his Social Security, must be reported by the church and the pastor as income.

Protection Benefits

These benefits should be considered over and above the basic salary and housing allowance. They provide for the pastor and his family in the event of medical needs, death, disability, or retirement. Some suggestions follow.

1. Provide health and medical insurance to cover some or all of the costs of doctor visits, hospitalization, medications, and dental and vision coverage. If the medical plan does not cover the cost of an annual physical, include that cost.
2. Determine the number of days for sick leave. Provide expenses and honoraria for those who substitute for the pastor.
3. Provide life insurance valued at least four times the pastor's salary and housing, plus coverage for his wife and children. Coverage could be half that of the pastor for the wife and $5,000 for each dependent. These insurance premiums are taxable income. The church may also consider $50,000 term life-insurance coverage as a tax-sheltered benefit.
4. Offer disability insurance to provide income during the pastor's waiting period for Social Security coverage if he becomes disabled and is unable to serve the church.
5. Provide a retirement annuity through the Annuity Board of the Southern Baptist Convention to ensure that the pastor will have income to meet the needs of his family during normal retirement years. Without an adequate retirement annuity, a pastor will be tempted to continue in the pastoral role late in life when failing energy and health may limit his effectiveness in ministry. Contact the Annuity Board representative in your Baptist state convention (see tool 2).
6. Some churches also provide a 401(k) savings plan for the pastor.

Ministry Expenses

These expenses result from the pastor's ministry. Examples include the following.

1. If the pastor uses his personal car for church business, provide a mileage-allowance reimbursement. The best guide is the allowance approved by the Internal Revenue Service.
2. Provide an allowance for the pastor to buy books and media resources for use in study for preaching and ministry responsibilities.
3. Provide an allowance for the pastor's use when he entertains guests of the church.
4. Provide for costs when he represents the church in meetings of the association and state convention.

Continuing-Education Expenses

In a fast-changing world, much of what is learned in educational institutions becomes out-of-date very quickly. Although the truth of the gospel never changes, the world in which the gospel is preached and practiced changes constantly. If a pastor hasn't participated in continuing-education experiences in three years, he is not keeping up with the understandings and resources that are vital to church ministry. Many churches provide money for the pastor to participate in continuing-education activities. These can include conferences, seminars, and Internet-delivered seminary and graduate-school courses. Costs include registration fees, materials, and textbooks. Sometimes travel, housing, and meals are also provided.

Vacation

Determine how many weeks of vacation the church will provide the pastor each year. This determination can be based on years of experience and the amount of vacation the prospective pastor currently receives. Include in the agreement that the church will pay for a substitute preacher's expenses and honorarium.

Leave

Provide a specified number of days or weeks that the pastor can be away from the church to lead revivals, conferences, or other events. Include in the agreement that the church will pay for a substitute preacher's expenses and honorarium.

Sabbatical

Some churches provide a sabbatical of a few months after a certain number of years of service. Included in this benefit are any costs for substitute preachers' expenses and honoraria.

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TOOL 6

CHECKLIST FOR PASTOR'S SALARY, HOUSING, BENEFITS, AND EXPENSES

Salary	**YES**	**NO**
1. Monthly salary will begin at $ _____ .		
Dates of month salary will be paid: _____		
2. Schedule for review and consideration of increase: _____		
3. Will church provide Social Security offset?	❑	❑

Housing

4. Will church provide housing for pastor and family?	❑	❑
If yes, in what form? ❑ Parsonage ❑ Allowance: $_____ monthly		
5. Will church provide utilities or allowance? If allowance, amount: $_____	❑	❑
Electricity: $_____	❑	❑
Phone: $_____	❑	❑
Water: $_____	❑	❑
Other: $_____	❑	❑
6. Will church assist pastor in purchasing home?	❑	❑
If yes, indicate the following.		
Will provide downpayment as a gift in the amount of $_____ or as a loan in the amount of $_____ at an interest rate of _____ percent to be repaid at $_____ monthly. Amount to be paid in full within _____ days of termination as pastor.		

Protection Benefits

7. Will church provide the following insurance coverage? If yes, describe coverage.		
Health: $_____ _____	❑	❑
Dental: $_____ _____	❑	❑
Vision: $_____ _____	❑	❑
Life: $_____ _____	❑	❑
Disability: $_____ _____	❑	❑

	YES	NO
8. Will church provide time off for illness?	❑	❑
If yes, amount of time annually: _____		
9. Will church pay salary and benefits during illness?	❑	❑
For how long? _____		
10. Will church provide honorarium and expenses for pulpit supply when pastor is ill?	❑	❑
For how long? _____		
11. Will church provide annual physical examination for pastor?	❑	❑
12. Will church provide retirement plan for pastor?	❑	❑
If yes, amount: $_____		
13. Will church provide a 401(k) savings plan for pastor?	❑	❑
If yes, amount: $_____		

Ministry and Continuing-Education Expenses

14. Will a church-owned automobile be provided for business travel?	❑	❑
15. Will monthly car reimbursement be provided?	❑	❑
If yes, in the amount of $_____ per month or		
_____ cents per mile for travel on church business		
16. Will church provide entertainment expenses?	❑	❑
If yes, amount per month: $_____ or reimbursement: $_____		
17. Will church provide annual allowance for book and media resources?	❑	❑
If yes, annual amount: $_____		
18. Will time off be provided for study leave and training conferences?	❑	❑
If yes, how much time annually? _____		
19. Will church pay cost of job-related training?	❑	❑
If yes, how much of total cost? $_____		

Vacation, Leave, Sabbatical

20. Church will provide _____ days off each week.		
21. Will church provide annual, paid vacation?	❑	❑
If yes, number of weeks: _____ first year,		
_____ second year, and _____ thereafter.		
Can vacation be accumulated if unused?	❑	❑
Will church provide honorarium and expenses for pulpit supply?	❑	❑

	YES	NO
22. Will church provide time off for bereavement?	❑	❑
If yes, how much time? _____		
Will church provide honorarium and expenses for pulpit supply?	❑	❑
23. Will church provide time off for revivals?	❑	❑
If yes, how much time? _____		
Will church provide honorarium and expenses for pulpit supply?	❑	❑
24. Will church provide time off for conferences and retreats?	❑	❑
If yes, how much time? _____		
Will church provide honorarium and expenses for pulpit supply?	❑	❑
25. Will church provide time off for—		
• annual state evangelism conference?	❑	❑
• annual associational meeting?	❑	❑
• annual state convention?	❑	❑
• annual Southern Baptist Convention?	❑	❑
If yes, how much time? _____		
Will church provide honorarium and expenses for pulpit supply?	❑	❑
Will expenses be paid?	❑	❑
Will wife's expenses be paid?	❑	❑

Other

26. Will church provide all moving expenses?	❑	❑

27. _____

28. _____

29. _____

30. _____

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TOOL 7

PASTOR SEARCH CONGREGATIONAL SURVEY

Your Expectations

Please answer the following questions to indicate your expectations for our church's next pastor.

1. What is the desired age range for the pastor? Check one.

❑ Under 20 ❑ 30–39 ❑ 50–59 ❑ No age preference
❑ 20–29 ❑ 40–49 ❑ 60 or more

2. What is the minimum acceptable educational level you expect the pastor to have attained? Check one.

❑ Less than high-school graduate
❑ High-school graduate only
❑ Some college or professional school
❑ College graduate (bachelor's degree)
❑ Attended seminary
❑ Master's degree from seminary
❑ Doctoral degree from seminary
❑ Formal education degree not important

3. What are acceptable marital statuses for the prospective pastor? Check all that apply.

❑ Never married ❑ Separated or divorced ❑ Currently married ❑ Widowed

4. What pastoral or professional ministry experience should be required? Check one.

❑ No prior experience necessary
❑ 1–5 years of prior experience as pastor
❑ 1–5 years of prior church-ministry experience (such as church staff)
❑ 6–10 years of prior experience as pastor
❑ 6–10 years of prior church-ministry experience (such as church staff)
❑ More than 10 years of prior experience as pastor
❑ More than 10 years of prior church-ministry experience (such as church staff)

5. What should the size of the prospective pastor's current church be in relation to our church? Check one.

❑ Much smaller than our church
❑ Somewhat smaller than our church
❑ About the same size as our church
❑ Somewhat larger than our church
❑ Much larger than our church
❑ Doesn't matter

6. Which two of the following do you consider the most important strengths needed by the incoming pastor? Check only two.

❑ Preaching ❑ Administration ❑ Leadership ❑ Relationships

7. The following are activities to which a pastor may allocate time each week. Read all choices and check the three areas that should be the top time priorities of our new pastor. Check only three.

- ❑ Administration, including tasks related to the church office, finances, and facility
- ❑ Correspondence with members by phone, e-mail, and other electronic means
- ❑ Counseling individuals with personal and spiritual problems
- ❑ Visiting members in the hospital and in nursing homes
- ❑ Visiting members or prospects at home or over a meal
- ❑ Sermon preparation
- ❑ Prayer
- ❑ Attending social gatherings and special events of ministries, classes, and groups in the church
- ❑ Planning and organizing ministry activities
- ❑ Meeting with ministry leaders who plan and organize ministry activities

8. Compared to our church's current worship services, would you want the prospective pastor to lead in making any of the following changes? Check one.
   - ❑ Include more traditional musical elements (classical hymns, older praise songs, fewer instruments).
   - ❑ Include more contemporary musical elements (newer praise songs, upbeat arrangements, contemporary instruments).
   - ❑ Use the same musical style as today.

9. Which of the following elements of preaching style effectively communicate God's Word to you? Check all that apply.
   - ❑ Logical, detailed, point by point
   - ❑ Personal, relational, engaging
   - ❑ Textual (the Scripture text provides the meaning)
   - ❑ Narrative (use of stories to illustrate points)
   - ❑ Sermon series (spending multiple weeks on a topic)
   - ❑ Bible book (spending multiple weeks on a Bible book)
   - ❑ Challenging, appealing for action or change

10. Of the ministry priorities in our church, which three of the following does the incoming pastor need to emphasize most? Check only three.[1]
    - ❑ Discipleship and spiritual formation
    - ❑ Developing small Bible study groups/classes
    - ❑ Building relationships in which people are connected and care for one another
    - ❑ Evangelism and showing Jesus through word and action
    - ❑ Leadership vision and a compelling plan for the future of the church
    - ❑ Care for the poor (social compassion)
    - ❑ Denominational emphases, programs, and giving
    - ❑ Missions involvement and giving
    - ❑ Prayer
    - ❑ Organizing ministries and empowering leaders for ministry
    - ❑ Understanding the context of our local community and approaching it with a missionary mentality
    - ❑ Corporate and personal worship
    - ❑ Strengthening families

About You

11. What is your gender?

❑ Male ❑ Female

12. What is your current age?

❑ Under 12 ❑ 30–39 ❑ 60–69
❑ 12–17 ❑ 40–49 ❑ 70 or more
❑ 18–29 ❑ 50–59

13. What is your marital status? Check all that apply.

❑ Never married ❑ Separated or divorced
❑ Currently married ❑ Widowed

14. Do you have children under 18 living at home?

❑ Yes ❑ No

15. Circle the number that best describes your participation in the activities of this church.

Not very active				**Very active**
1	2	3	4	5

1. LifeWay Christian Resources has two assessment tools that go deeper on topics introduced in question 10. Transformational Church Assessment Tool *(www.transformationalchurch.com)* measures the health of your church. Spiritual Formation Inventory *(www.lifeway.com/sf)* measures the spiritual formation and maturity of your congregation.

To purchase and download a more comprehensive congregational survey or for additional versions for other staff members, visit *www.lifewayresearch.com/searchsurveys*.

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TOOL 8

POSITION INSIGHTS™ AND MINISTRY INSIGHTS™ ASSESSMENTS

Finding the pastor God has for your church can be a difficult, consuming process. Using "Position Insights Assessment" and "Ministry Insights Assessment" can provide a unique, comprehensive process for finding the right pastor for your church. The step-by-step assessment process follows, along with ideas for getting the best insights and results during and after the selection process. The two main questions these assessments can help you answer are:

1. What are the main expectations and behavioral profile for the pastor of our church?
2. Who will best fit the profile of the position, based on his dominant and natural strengths?

Every work environment requires a mix of human behavior to accomplish its goals. Each person brings certain personal strengths to his or her position. Pastors can best serve their organizations by being matched with their position. When you match a pastor's God-given strengths with the position, he will be better able to perform the tasks of the position. If he is required to continually perform work that does not match his natural strengths, the pastor will experience tension or stress, resulting in tension or stress in the congregation.

The Position Insights process was developed to assess the unique strengths and behavior that are needed to successfully complete a particular position's responsibilities. This process allows your committee to identify the behavioral demands of the position itself, not the behavior of a pastor in the position. Therefore, responses to this instrument must objectively focus on the position. If the position could talk, this is the way it would rank the statements in each group.

Four essential factors are at work in the position of pastor and in every candidate you consider. The role of pastor demands from a person a certain degree of each one of these factors:

1. Solving problems
2. Influencing others
3. Responding to the pace of the environment
4. Following rules and procedures

Predictable conflicts can be avoided if the pastor search committee assesses how much strength or intensity of each one of these factors is needed for someone to be effective as the pastor of your church. To ensure a smooth selection process with "Position Insights Assessment" and "Ministry Insights Assessment," remember these key points.

1. It's important to get a clear picture of the extent to which these behavioral factors are evident in each candidate.
2. Different types of people respond much differently to the same issue or problem.
3. Knowing what the position demands in each of these four areas will help you determine the best candidate.
4. Together "Position Insights Assessment" and "Ministry Insights Assessment" give a clear picture of the intensity of each factor in a position and in a candidate.

Selecting the best candidate because you think that he is well rounded and has impressive credentials may sound like a good plan, but using these criteria can actually increase the turnover of pastors. Consider these reasons.

1. Finding a great person with lots of ability and potential to excel as pastor is appealing and comforting. But thinking you can make a good person fit any position is flawed reasoning.

2. A multitalented, well-rounded person may be able to learn to do anything and fit into many different types of roles. But this person's satisfaction will eventually begin to wane because the longer a person regularly tries to be all things to all people, the more he will acccumulate internal frustration and related stress. It's the "square peg in a round hole" scenario.
3. A pastor who is not matched to the specific behavioral demands of the position will undoubtedly become frustrated and prove to be less than ideal in a short time.
4. It is crucial that the strengths and behavioral style of your top candidates be matched with the expectations for the position. This is where "Position Insights Assessment" and "Ministry Insights Assessment" can help. With "Position Insights Assessment" the pastor search committee will be able to get a clear picture of the behavioral demands of the position. With "Ministry Insights Assessment" your committee can obtain a profile of each candidate and can compare the position profile with each candidate's profile. This assessment will give insights on how each candidate solves problems, influences others, responds to the pace of work, and follows rules and procedures.

The Position Insights process, outlined below, will help your committee accurately assess and identify the behavioral demands of the desired pastor in your church. It should be used in conjunction with other information, such as experience and education, to form a comprehensive view of a candidate. If the process outline is followed, it will accomplish these important objectives:

1. Position Insights creates a strong consensus and understanding among committee members about the expectations for the position.
2. The process provides a clear understanding and outline of the personal strengths needed to be an effective pastor of your church.

Refer to *www.lifeway.com/insights* for additional information and related online resources. It is your beginning point for the four-step process below. Overview all steps before beginning with step 1.

Step 1

For the Position Insights process it is recommended that the pastor search committee complete the preassessment exercises below. These are designed to help build teamwork, understanding, and closeness in order to eliminate possible misunderstandings and biases during and after the selection process. However, step 1 is not a requirement for a successful "Position Insights Assessment." You can purchase the appropriate number of "Ministry Insights Assessment" at *www.lifeway.com/insights*. You will be e-mailed the unique password links to give to each committee member.

1. All pastor search committee members should individually complete "Ministry Insights Assessment" before starting the Position Insights process.
2. Each committee member should share his Ministry Insights report with the group. This will enable members to better understand one another and to become more familiar with the material in the "Position Insights Assessment" report.
3. Committee members should set a time to complete the Position Insights process together and to familiarize themselves with the demands of the position in question before starting the process.

Step 2

1. Because each person on the pastor search committee needs a copy of "Position Insights Assessment Response Form" at the end of this tool, print the 14-item survey for each committee member.
2. There are 14 categories, each with 4 items to be considered. Have each committee member complete the survey. This is not a timed response, but please take only the time needed to complete this form. Indicate your choices as follows: for the most important statement to the position of pastor, enter 1; for the second most important statement, enter 2; and so forth. Within each group, each number (1–4) must be used only once, and every box must have a number in it.
3. Reach a consensus. As a committee, rank each of the 4 statements in the 14 groups in order of importance or relevance to the position of pastor in your church. Each block requires agreement by the entire group on the order of importance of each statement before moving to the next block. If the position could talk, what would it say?
4. Purchase your "Position Insights Assessment" at *www.lifeway.com/insights.* Because the search committee has developed a consensus response, select "Position Insights Group." You will immediately be e-mailed a link to enter your data.
5. To score the instrument, use the e-mailed link to go to the Position Insights online form. Follow the simple on-screen instructions for transferring your written data to the online form.
6. "Position Insights Report" will immediately be generated and e-mailed.
7. Print "Position Insights Report," using Adobe Acrobat Reader.
8. Take time in a committee meeting to discuss the report. It is important that everyone agree on the position profile.

Step 3

1. Purchase the appropriate number of "Ministry Insights Assessment" at *www.lifeway.com/insights.* You will be e-mailed the unique password links to give to your candidates.
2. Ask your top candidates to take "Ministry Insights Assessment." Have the reports sent to the committee.
3. As a committee, compare each candidate's Ministry Insights profile to the Position Insights profile.
4. Compare each candidate's Core Style Graph in his Ministry Insights report and determine its similarity to the Position Insights graph. A close Core Style Graph match indicates that the candidate's core style is compatible with the position requirements.
5. Discuss differences among the top candidates' profiles and the profile of the position.
6. Decide how closely a candidate's profile needs to match the Position Insights profile to continue being considered.
7. Reach an agreement on the best match for the position.

Step 4

1. Follow up with the prospective pastor during the interview.
2. Review the Position Insights profile and his Ministry Insights report to discuss the expectations and demands of the position of pastor in your church.

POSITION INSIGHTS ASSESSMENT RESPONSE FORM

This position calls for:

❑ A. Analysis of data and facts before acting ❑ B. Tactful decisions ❑ C. Quick and forceful decisions ❑ D. Logical thinking before making decisions **1**	❑ A. Influencing others to a common goal ❑ B. Concentrating on details ❑ C. Challenging assignments ❑ D. Exhibiting patience **8**
❑ A. Few changes ❑ B. Some changes ❑ C. Many changes ❑ D. No change **2**	❑ A. Contacting people ❑ B. Following directions ❑ C. Getting results ❑ D. Performing to standards **9**
❑ A. Clean, tidy, and organized workstation ❑ B. Freedom to act independently ❑ C. Consistent performance ❑ D. Conveying confidence in others **3**	❑ A. Following procedures to perfection ❑ B. Solving people problems ❑ C. Bold, aggressive actions ❑ D. Routine work **10**
❑ A. Work to be completed accurately the first time ❑ B. Being flexible ❑ C. Planning ahead on a large scale ❑ D. Identification with the team **4**	❑ A. High quality controls ❑ B. Creative and original thinking ❑ C. Optimistic outlook ❑ D. Working with the system **11**
❑ A. A systematic way to do things ❑ B. Contact with many people ❑ C. Making quick decisions ❑ D. Being diplomatic and cooperative **5**	❑ A. Complete authority to carry out responsibilities ❑ B. Analysis of facts and data ❑ C. Many people interactions ❑ D. Patience **12**
❑ A. Avoiding trouble ❑ B. Solving problems ❑ C. Verbalizing thoughts and ideas ❑ D. Working with things **6**	❑ A. Freedom from excessive detailed work ❑ B. Task-oriented concentration ❑ C. Balanced judgment ❑ D. Friendly work environment **13**
❑ A. Staying at one workstation ❑ B. Expediting action ❑ C. Adhering to procedures ❑ D. Generating enthusiasm **7**	❑ A. More emphasis on quality than efficiency ❑ B. Freedom from conflict and confrontation ❑ C. Highly persuasive communications ❑ D. Accepting and initiating change **14**

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TOOL 9

DEMOGRAPHIC PROFILE OF CHURCH MEMBERSHIP

Please complete one form per family. Answer with check marks or numbers as appropriate.

Check your role in this family: ❑ Husband ❑ Wife ❑ Single ❑ Son ❑ Daughter

1. Family Composition by Gender

____ Number of males ____ Number of females

2. Family Composition by Ethnic Group

List those relevant for your church, such as Caucasian, African-American, Hispanic, Asian, Native American, etc. Also indicate the number in your family.

____ _____ ____ _____
____ _____ ____ _____
____ _____ ____ _____

3. Age

Write the number of family members in each age bracket.

____ Birth–5 years ____ 30–39 years
____ 6–11 years ____ 40–49 years
____ 12–17 years ____ 50–59 years
____ 18–29 years ____ 60 or more years

4. Occupations

Write the number of family members in each category.

____ Clerical (bank teller, bookkeeper, cashier, postal clerk, secretary, typist, etc.)
____ Craftsman (baker, carpenter, foreman, machinist, mechanic, repairman, etc.)
____ Farm worker
____ Homemaker
____ Laborer (construction worker, freight handler, warehouseman)
____ Manager (administrator, bank officer, business director, self-employed, etc.)
____ Operative or transport (assembler, bus driver, inspector, packer, butcher, garage worker, truck driver, etc.)
____ Professional (accountant, artist, medical professional, engineer, lawyer, minister, scientist, teacher, technician, engineer, etc.)
____ Sales (advertiser, clerk, insurance agent, sales worker, underwriter, etc.)
____ Service worker (barber, child care, food service, health worker, policeman, private household cleaning, teacher's aide, etc.)
____ Part-time employment
____ Retired
____ Unemployed
____ Other: _____

5. Number of Adult Family Members in Home by Marital Status

____ Single ____ Separated ____ Widowed
____ Married ____ Divorced

6. Education Level

Write the number of family members for whom the category represents the highest education level.

_____ Preschooler at home
_____ Kindergarten
_____ Elementary school
_____ Middle school
_____ High school
_____ Trade or technical school
_____ Junior college
_____ College
_____ Postgraduate work

7. Length of Time Each Family Member Has Been a Christian

Write the number of family members in each category.

_____ Not a Christian
_____ Less than one year
_____ 1–2 years
_____ 3–5 years
_____ 6–9 years
_____ 10–19 years
_____ 20–29 years
_____ 30 or more years

8. Length of Time Each Family Member Has Been a Member of This Church

Write the number of family members in each category.

_____ Not a member
_____ Less than one year
_____ 1–2 years
_____ 3–5 years
_____ 6–9 years
_____ 10–19 years
_____ 20–29 years
_____ 30 or more years

9. Church Attendance

In a typical four-Sunday month, how often does someone from your family attend the following activities?

_____ Sunday School
_____ Morning worship
_____ Discipleship Training
_____ Evening worship
_____ Prayer meeting
_____ Church visitation
_____ Missions organizations
_____ Age-group activities

10. Type of Home

❑ Single-family house
❑ Apartment/condominium with 2–4 units
❑ Apartment/condominium with 5–49 units
❑ Apartment/condominium with 50 or more units
❑ Mobile home/manufactured housing

11. Length of Time Your Family Has Lived at Present Address

❑ Fewer than 2 years
❑ 2–5 years
❑ 6–9 years
❑ 10–19 years
❑ 20–29 years
❑ 30 or more years

12. Approximate Distance You Live from Church Building

❑ Less than 1 mile
❑ 1–3 miles
❑ 4–5 miles
❑ 6–9 miles
❑ 10–19 miles
❑ 20 or more miles

13. Locations of Family Births

_____ Number of family members born in this state
_____ Number of family members born in this community

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TOOL 10

DIRECTORY OF SOUTHERN BAPTIST SEMINARIES

Golden Gate Baptist Theological Seminary
Ministry Placement Services
201 Seminary Drive
Mill Valley, CA 94941
Phone: (415) 380-1446
Web site: *www.ggbts.edu*
E-mail: *placement@ggbts.edu*

Midwestern Baptist Theological Seminary
Ministry Referral
5001 North Oak Trafficway
Kansas City, MO 64118
Phone: (816) 414-3733; (800) 944-6287
Web site: *www.mbts.edu*

New Orleans Baptist Theological Seminary
Church-Minister Relations Office
3939 Gentilly Boulevard
New Orleans, LA 70126
Phone: (504) 282-4455; (800) 662-8701
Web site: *www.nobts.edu*

Southeastern Baptist Theological Seminary
Denominational Relations and Ministry
Referral Office
P.O. Box 1889
Wake Forest, NC 27588
Phone: (919) 761-2317
Fax: (919) 761-2315
Web site: *www.sebts.edu*
E-mail: *churchconnection@sebts.edu*

Southern Baptist Theological Seminary
Office of Ministry Referral
2825 Lexington Road
Louisville, KY 40280
Phone: (502) 897-4616; (800) 626-5525,
extension 4616
Fax: (502) 897-4031
Web site: *www.sbts.edu*
E-mail: *ministryreferral@sbts.edu*

Southwestern Baptist Theological Seminary
Department of Church/Minister Relations
and Ministry Placement
P.O. Box 22000
Fort Worth, TX 76122-0120
Phone: (817) 923-1921, extension 6330
Web site: *www.swbts.edu*
E-mail: *churchministerrelations@swbts.edu*

Canadian Southern Baptist Seminary
200 Seminary View
Cochrane, Alberta T4C 2G1 Canada
Phone: (403) 932-6622
Fax: (403) 932-7049
Web site: *www.csbs.ca*

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TOOL 11

BIOGRAPHICAL PROFILE

Please attach a recent photo.

Name: _____

Home address: _____

_____

Social Security number: _____

Home telephone: _____ **E-mail:** _____

Age: _____ **Date of birth:** _____ **Birthplace:** _____

Marital status: ❑ Married ❑ Married (previously divorced)

❑ Single (never married) ❑ Single (previously married)

Wife's name: _____

Wife's hometown: _____

Children

Name	Age	Living at home?
_____	____	❑ Yes ❑ No
_____	____	❑ Yes ❑ No
_____	____	❑ Yes ❑ No
_____	____	❑ Yes ❑ No
_____	____	❑ Yes ❑ No
_____	____	❑ Yes ❑ No

Formal Education

High school: _____ Graduation year: _____

City and state: _____

College: _____ Year: _____ Degree: _____

City and state: _____

Seminary: _____ Year: _____ Degree: _____

City and state: _____

Other: _____

Are you presently attending school? ❑ Yes ❑ No

If yes, name of school: _____

City and state: _____

Continuing Education

Include seminars, workshops, seminary programs, etc.

_____

_____

_____

Licensed? ❑ Yes ❑ No Year: _____ By what church? _____

City and state: _____

Ordained? ❑ Yes ❑ No Year: _____ By what church? _____

City and state: _____

Philosophy of Ministry

_____

_____

_____

_____

_____

Experience

Record employment in church-related ministry.

Years	Church/Organization	Location	Attendance	Position
_____ to _____	_____			
_____ to _____	_____			
_____ to _____	_____			
_____ to _____	_____			
_____ to _____	_____			
_____ to _____	_____			
_____ to _____	_____			

Current Church Ministry

Average Sunday School attendance: _____ Average morning worship: _____

Average annual baptisms: _____ Average transfers of membership: _____

Describe the church setting (rural/suburban/urban, growing/declining community, ethnic makeup, etc.).

_____

_____

_____

What has God done during your ministry? _____

_____

_____

Other Current Employment if Bivocational

Company: _____ Telephone: _____

Address: _____

Position: _____ Hours per week: _____

Denominational Service

Include major positions held, writings, teaching assignments for conference centers and retreats, etc.

_____

_____

Civic/Community Activities

_____

_____

Business and/or Military Experience

_____

_____

_____

Hobbies and/or Other Special Interests and Abilities

_____

_____

_____

Other

_____

_____

_____

Church-Related References

1. _____ Telephone: _____
   Address: _____
2. _____ Telephone: _____
   Address: _____
3. _____ Telephone: _____
   Address: _____
4. _____ Telephone: _____
   Address: _____

Character References

1. _____ Telephone: _____
   Address: _____
2. _____ Telephone: _____
   Address: _____
3. _____ Telephone: _____
   Address: _____
4. _____ Telephone: _____
   Address: _____

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TOOL 12

PROSPECTIVE-PASTOR EVALUATION

Name: _____ **Initial contact date:** _____

Source of application: _____

Application materials received:

❑ Cover letter
❑ Biographical profile
❑ Audiotape/videotape
❑ Degree verification
❑ Letters of reference
❑ Background checks
❑ Other:

Priority areas: **Comments**

Philosophy of ministry: _____
Experience: _____
Tenure: _____
Education: _____
Family background: _____
Other interests: _____

Initial evaluations: ❑ Look closer ❑ Maybe ❑ Doubtful ❑ Comments

Actions (date and name of person completing the action):

Sent information: _____
Acknowledged profile: _____
Placed on short list: _____
No further interest: _____
E-mail: _____

Notes:

_____
_____
_____
_____
_____
_____
_____

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TOOL 13

DEGREES RELATED TO PASTORAL MINISTRY

Through the years Southern Baptist churches have not required levels of education for ordination. However, preparation for effective ministry requires a balance of intellectual, spiritual, and emotional growth. Therefore, an emphasis on academic preparation for ministry is appropriate.

The following information will help the search committee understand more about educational degrees most often held by persons in pastoral ministry. Not all degree programs offered by Baptist seminaries are included here. The ones listed include the degrees most often listed on the biographical profiles of Baptist pastors.

Degree Terminology

Associate of Divinity (ADiv)
or Diploma in Theology (DipTh)
Requirement: two years of full-time study for someone who is 30 years of age or older without a college degree

Bachelor of Divinity (BD)
or Master of Divinity (MDiv)
Requirement: a college degree plus three years of seminary training. The MDiv has replaced the BD in Baptist seminaries.

Master of Theology (ThM) or Master of Systematic Theology (STM)
Requirement: a college degree, an MDiv, and one additional year of graduate work

Doctor of Ministry (DMin)
Requirement: a college degree, an MDiv, and a minimum of one year of graduate work emphasizing practical aspects of pastoral ministry, plus a written project

Doctor of Theology (ThD),
Doctor of Sacred Theology (STD),
or Doctor of Philosophy (PhD)
These degrees are primarily earned by those intending to teach in colleges, universities, or seminaries. However, some pastors earn these degrees. Requirement: a college degree, an MDiv, and a minimum of two years of graduate work, plus a written academic thesis

Honorary Degrees

Most honorary degrees are conferred to recognize outstanding service rather than academic achievement. The most familiar of these is the Doctor of Divinity (DD). The value of the degree varies according to the integrity and excellence of the institution conferring the degree.

Certificates and Diplomas

Many pastors respond to God's call at a time in life when age, family responsibility, financial considerations, and other factors make it unreasonably difficult to secure a basic college degree as a prerequisite for seminary study. Often they bring to ministry a background in business, industry, or military life that may help compensate for the lack of a college or seminary degree. These individuals may enroll in seminary courses designed especially for them.

Seminary Extension of the six Southern Baptist seminaries offers a variety of biblical, theological, and practical courses at extension centers and by independent study using CD-ROMs or the Internet. Basic Bible-study courses lead to certificates. Courses leading to seminary-extension diplomas are available for those with high-school through seminary educational background.

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TOOL 14

CONFIDENTIAL PERSONNEL INFORMATION

The contents of this file are confidential personnel information. This information was gathered solely to help the pastor search committee make informed decisions about recommending this person to a position of ministry.

Using this information for any other purposes is a violation of confidentiality and personal privacy. Violating this purpose may result in significant legal repercussions.

The information in this file is for use only by the pastor search committee in determining a person's suitability to serve as the pastor of _____ Baptist Church and cannot be used for any other reason.

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TOOL 15

REFERENCE RELEASE

I hereby authorize _____ Baptist Church of _____ to verify all information contained in my application or other written communications, including information from all former churches in which I have served as a pastor, been a member, or been ordained.

I recognize that this verification process will include confidential contacts with former church officers, members, pastoral colleagues, associational and state-convention personnel, colleges, universities, and seminaries, as well as other business and professional references.

I further authorize that any personnel at former places of employment, churches, or references may disclose any and all information about my work history, personal characteristics, salary, work habits, or other areas of importance to this organization.

Furthermore, I waive the right to take legal action against the aforementioned churches, their members and officers, or references for releasing such requested information.

I understand this authorization form and agree to the release and verification of the aforementioned information.

_____ _____

Signature Date

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TOOL 16

PORTFOLIO OF CHURCH AND COMMUNITY

Church Items

1. Profile of the prospective pastor
2. Profile of the church
3. Mission and/or vision statements
4. Strategic planning documents
5. Constitution and bylaws
6. History
7. Annual Church Profile
8. Copies of recent Sunday bulletins
9. Copies of recent church newsletters
10. Pictorial directory
11. Current budget
12. List of all officers
13. List of all organizational leaders
14. Pictures of the property
15. Other items the committee chooses to include

Local Baptist-Association Items

1. Associational annual report
2. Recent copy of the associational newsletter
3. Associational history (if available)
4. Biographical sketch of the director of associational missions
5. Other items the committee chooses to include

Community Items

1. Profile of the community
2. Maps of the community, city, county, and state where the church is located
3. Information about schools
4. Information about homes for sale in the area of the church
5. Socioeconomic, ethnic, and other demographics of the area served by the church (not included in item 1)
6. Chamber of commerce promotional material
7. Other items the committee chooses to include

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TOOL 17

LETTER FOR WRITTEN REFERENCES

Using church letterhead, send this letter to each reference with the pastor's "Reference Release" (tool 15); "Character-Reference Inquiry" (tool 18); and a stamped, addressed envelope.

Today's date

Formal heading

Dear _____:

_____ has given us your name as a reference.

Our pastor search committee is currently exploring the possibility of _____ coming to serve our church as pastor. As a part of our background screening, he signed a release form giving permission for references to share information about him. You will find enclosed a photocopy of the signed release form.

Please help us understand how the qualifications of this prospective pastor might meet the needs of our church by filling out the enclosed character-reference inquiry and returning it to us as quickly as possible. A stamped, addressed envelope is provided for your convenience.

Please pray for our committee as we continue our search process. We will depend on your help in protecting the candidate's present ministry by not telling anyone about this inquiry.

Sincerely,

_____

Chairman or Secretary, Pastor Search Committee

Enclosures

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TOOL 18

CHARACTER-REFERENCE INQUIRY

Name of prospective pastor: _____

The person named above has been recommended to us for the position of pastor. Please supply the information requested below and any additional comments that might give us a picture of his character. Information will be kept confidential.

1. How long have you known the prospect? _____
2. In what capacity have you known the pastor? (Member/leader in church, colleague in ministry, coministry role in church, business associate, etc.)

   _____

   _____

3. Please rate the prospect by checking the appropriate box beside each qualification. We aren't expecting perfection, so be straightforward.

Qualification	Excellent	Good	Fair	Poor
Creativity				
Work attitude				
Ability to get along with others				
Cooperation				
Dependability				
Honesty				
Personal habits				
Emotional maturity				
Sense of humor				
Initiative				
Perseverance				
Openness to others' ideas				
Care for people				
Flexibility				
Preaching				
Teaching				
Problem solving				
Keeping confidences				
Financial responsibility				

4. What evidence can you give that he is a committed, growing Christian? _____
_____
_____

5. What is the greatest interest or the major emphasis of his ministry?_____
_____
_____

6. What are his greatest strengths? _____
_____
_____

7. Are you aware of reasons he might be open to a new ministry? ❑ Yes ❑ No
If yes, what reasons? _____
_____
_____

8. Do you have any information that would cause you to have reservations about his appropriateness for pastoral ministry? ❑ Yes ❑ No
If yes, what? _____
_____
_____

9. Have you had any personal experience that would lead you to question his integrity, honesty, ethics, or conduct? ❑ Yes ❑ No
If yes, what? _____
_____
_____

10. Do you know whether this person has ever left a job or ministry position because of charges or accusations related to conduct or beliefs? ❑ Yes ❑ No
If yes, what do you know of the circumstances? _____
_____
_____

11. Would you positively recommend him for ministry at our church? ❑ Yes ❑ No
Why or why not? _____
_____
_____

12. Have any questions been raised about his personal finances or handling of church funds? ❑ Yes ❑ No
If yes, what questions? _____
_____
_____

13. Are you aware of any reports of sexual misconduct? ❑ Yes ❑ No
If yes, what were those reports? _____
_____
_____

14. Based on your knowledge and his reputation, is his marriage healthy and stable? ❑ Yes ❑ No
Explain: _____
_____
_____

15. Do you have any confidential information you do not feel free to reveal to us about his fitness for ministry?
❑ Yes ❑ No

16. Please provide the names, phone numbers, and/or addresses of other persons who have worked closely with him or are otherwise well acquainted with him and would be helpful references for our church in assessing the candidate's character.
_____
_____

Additional comments:
_____
_____
_____
_____
_____

_____ _____
Signature Date

Please return this form to:
_____, Chairman, Pastor Search Committee
_____ Baptist Church
_____
Address
_____
City, state, ZIP

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TOOL 19

LETTER FOR TELEPHONE INTERVIEWS

Using church letterhead, send this letter to each reference with the pastor's "Reference Release" (tool 15).

Today's date

Formal heading

Dear _____:

Your name has been given by _____ as a reference.

Our pastor search committee is currently exploring the possibility of _____ coming to serve our church as pastor. As a part of our background screening, he signed a release form giving permission for references to share information about him. You will find enclosed a photocopy of the signed release form.

To save you time, we have asked _____, who is a member of our search committee, to call you on the telephone and ask you a number of questions. I hope this will meet with your approval.

Please pray for our committee as we continue our search process. We will depend on your help in protecting the candidate's present ministry by not telling anyone about this inquiry.

Sincerely,

_____

Chairman or Secretary, Pastor Search Committee

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TOOL 20

INTERVIEW QUESTIONS

Good interview questions call for detailed answers rather than a simple yes or no. Do not be afraid to ask hard questions. Use this time to learn as much as you can about the prospect. Following is a comprehensive compilation of questions for a prospective pastor. Select the questions that best fit your needs. Add others that are appropriate for the position. The committee will probably want to receive written responses from the candidate, as well as the verbal responses during the interview, for some questions, such as 1, 13, 43, 44, 45, 59, 60.

Questions for the Candidate

Conversion and Ministry

1. Describe your conversion and your call to ministry.
2. Describe important persons in your life and tell how they influenced you.
3. Describe successes and failures in your ministry.
4. What strengths do you bring to ministry?
5. How have you grown since entering the ministry?
6. In what ways do you need to grow now?
7. How do you allot your time among pastoral ministries?
8. What do you like most about ministry?
9. What do you like least about ministry?
10. Describe your spiritual health and your feelings about spiritual accountability.
11. Describe your personal, private devotional time.
12. Share your plans for personal and professional growth.
13. What doctrines do you think are essential?
14. What are your greatest strengths and your greatest weaknesses?
15. Four major elements of kingdom leadership are leadership, communication, administration, and ministry. Of these areas which do you consider your greatest strength in the ministry and why?
16. How do you measure success in ministry? How do you know when you have done a good or a bad job?
17. Who are your mentors or models in ministry, past or present?
18. Why would you consider moving to another church?
19. How do you classify or describe your preaching style?

Denomination and Community

20. What is your relationship with the denomination?
21. Do you support the Cooperative Program?
22. How active are you in associational work? In state-convention work? In Southern Baptist Convention work? In civic clubs or social organizations in the community?
23. Give us your beliefs about the basic Baptist doctrines as stated in *The Baptist Faith and Message.*
24. How do you relate to other denominations?

Family and Personal Life

25. What do you do for fun and entertainment?
26. Describe your family and tell how each member relates to the others and to the church.
27. Do any of your family members have special needs?
28. How do you encourage spiritual growth in your family?
29. What is your wife's role in your ministry?
30. To what extent is your family involved in your ministry?
31. How would they feel about moving?
32. What do you and your family enjoy doing together?
33. What are your hobbies?
34. Describe your health.
35. Does your family support your calling and vocation?
36. Describe your two closest friends.
37. How do you relate to other ministers?
38. Describe your personal financial situation.
39. What is your philosophy of stewardship and tithing? Do you tithe?
40. Do you have outside business interests? If so, describe them.
41. Describe your exercise program.
42. How many and what books have you read in the past 12 months?

Positions and Policies

43. What is your concept of the Bible?
44. What is your position on missions?
45. What is your conviction on evangelism, and how do you personally practice it?
46. What is your policy on pastoral visitation?
47. What is your policy on pastoral counseling?
48. Do you do personal counseling and, if so, on what level? How extensive is your training in this area?
49. What are your convictions on alcohol and drugs, gambling, pornography, racial prejudice, abortion, homosexuality, and divorce?

Leadership

50. What do you think is the most important thing for you to do during the first year after changing churches?
51. What do you consider, in the order of their importance, your chief duties as pastor?
52. Do you think your best work can be done in a relatively short or a relatively long pastorate?
53. What would the ideal decision-making model look like?
54. What method do you use to accomplish the church's goals and business affairs, such as pastor-led, committee-led, team-led, deacon-led, and so on?
55. What will be your involvement with committees?
56. How do you see the role of deacon in the church?
57. The church allows you to lead revivals and attend conventions and other meetings. How many of these do you normally conduct or attend in a year?
58. What style of public worship and preaching do you prefer?
59. How would you describe an effective worship service?
60. What is your personal belief about the nature and function of the church?

61. Describe your leadership effectiveness.
62. How do you go about making changes in the church?
63. How do you work with church leaders in planning?
64. What role do you see for the laity in the church's decision-making process?
65. How do you keep up-to-date with recent developments in church-related issues?
66. Outline the way you use your time throughout the week.

Staff and Church Relationships

67. What would be your relationship with the church staff?
68. Would you expect to make changes in the current staff?
69. Do you see the staff as being called by the church? Are you willing to work with the present church staff?
70. Do you schedule office hours and days off?
71. Describe your effectiveness in reaching _____.
    (Fill in the blank with a key group of people the church is trying to reach.)
72. Describe how you would communicate with _____.
    (Fill in the blank with a key group of people the church is trying to reach.)
73. How would you rate your interpersonal skills?
74. What is your concept of the role of the laity, both men and women, in the church?
75. What is important to you in handling conflicts between you and a member of the congregation?
76. How do you manage disagreements in your church?
77. How comfortable do you feel in working with all age groups in the church?
78. Discuss your work schedule and the way you divide your time among the responsibilities.

Questions for the Candidate's Wife

1. What influenced your decision to become a Christian?
2. Describe important persons in your life and tell how they influenced you.
3. Describe your personal, private devotional time.
4. Were you aware of your husband's call to ministry before you married?
   If not, explain how you have come to view this call to ministry.
5. How do you relate to the church where your husband is pastor?
6. What is your role in the family?
7. How do you feel about moving?
8. Will you work outside the home?
9. How do you feel about being a minister's wife?
10. What strengths do you bring to your ministry in the church?
11. Describe your family and tell how each member relates to the others and to the church.
12. How do you encourage spiritual growth in your family?
13. What do you and your family enjoy doing together?
14. What are your hobbies?
15. What is your concept of the Bible?
16. What is your position on missions?
17. What is your conviction on evangelism, and how do you personally practice it?
18. What do you appreciate most about your husband?

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TOOL 21

SERMON EVALUATION

Name of pastor: _____

Date of visit: _____

Name of church: _____

Church address (city and state): _____

Use the following scale to compare this sermon to sermons you are accustomed to hearing in a local church (not on television). Then compute your average at the bottom of the page.

5 = excellent
4 = above average
3 = average
2 = below average
1 = seriously deficient

	Rating
1. **Introduction.** Captured my attention and interest. Made me want to hear the rest of the sermon.	_____
2. **Scripture.** Used Scripture to make, clarify, and illuminate points. Seemed to be used in context.	_____
3. **Logical continuity.** Points of the sermon logically built on and followed one another.	_____
4. **Clarity.** The purpose and points of the sermon were clear.	_____
5. **Relevance.** The sermon topic was developed in a way that made me see the relevance for myself today.	_____
6. **Humor.** Humor, if used, was appropriate to the setting and points of the sermon.	_____
7. **Self-disclosure.** If the speaker used himself as an illustration, it helped make the sermon more meaningful.	_____
8. **Vocal inflection.** This added appropriate emphasis and interest to the sermon.	_____
9. **Illustrations.** These were used to clarify or deepen the impact of a point, not to prove points.	_____
10. **Interest level.** I would want to hear more sermons from this pastor.	_____
Total	_____

Comments: _____

_____

_____

_____

Average (total divided by 10) _____

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TOOL 22

CREDIT AND LEGAL INFORMATION RELEASE

I hereby authorize _____ Baptist Church,

_____(city and state),

to check my credit and legal history with all appropriate sources. Such information may be obtained for the years

_____ to the present.

Pastor's name: _____

Driver's license number: _____

Social Security number: _____

_____ _____

Pastor's signature Date

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TOOL 23

REQUEST FOR CRIMINAL-RECORDS CHECK AND AUTHORIZATION

I hereby request the _____ Police Department to release any information that pertains to any record of convictions contained in its files or in any criminal file maintained on me, whether local, state, or national. I hereby release the above-mentioned police department from any and all liability resulting from such disclosure.

Signature: _____

Print name: _____

Print all aliases: _____

Date of birth: _____

Place of birth: _____

Social Security number: _____

Today's date: _____

Please send record to: _____

Address: _____

City: _____ State: _____ ZIP: _____

This form is provided for illustrative purposes only. Under no circumstances should a pastor search committee rely on this form without the express, written advice of an independent and qualified attorney, following a full legal analysis of all circumstances.

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TOOL 24

LETTER TO PROSPECTIVE PASTOR ABOUT QUESTIONNAIRE

Date
Formal heading

Dear _____:

Thank you for your willingness to discuss with our committee the possibility of your coming to serve as the pastor of our church. We are grateful for the opportunity to become better acquainted with your ministry and your family. We certainly believe that this is the direction God wants us to move.

We recognize that we have a responsibility to be honest and open with you in order to build a strong, caring relationship of trust. We also acknowledge a responsibility to meet our church's expectations of us. Therefore, we request that you answer the enclosed questionnaire and return it to us for our files. It includes questions we wish we did not need to ask, but we want to ensure a strong relationship of trust for the future.

If you do not come to serve as our pastor, the questionnaire will be returned to you, and no copies of it will be made. If you become our pastor, the questionnaire will be placed in a closed file and used only to substantiate that the committee followed a thorough process in determining the suitability of the person called to serve as pastor.

Unfortunately, we live in a time of infrequent but occasionally documented abuses by members of the clergy. We also live in a time when churches are not immune to litigation. Please understand that these questions are not meant to insinuate any negative thinking or distrust on our part. We simply need to have this information on file for your protection and for the welfare of the church. If any response is problematic, we can honestly report that the committee discussed it, dealt with it, and made an informed decision to proceed.

You are asked to complete and return the enclosed questionnaire to the chairman of the committee. Thank you for your assistance in this matter.

Sincerely,

_____

Chairman, Pastor Search Committee

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TOOL 25

PROSPECTIVE-PASTOR QUESTIONNAIRE

Name: _____ Date: _____

1. Have you ever been convicted of any offense other than a traffic violation? ❑ Yes ❑ No
   If yes, explain the circumstances and dispositions. _____
   _____

2. Please list any major traffic violations for which you have been convicted over the past three years.
   _____

3. Have you ever been a party in a civil lawsuit? ❑ Yes ❑ No
   If yes, please explain. _____
   _____

4. Have you ever filed for bankruptcy? ❑ Yes ❑ No
   If yes, please explain. _____
   _____

5. Have you ever been disciplined by any professional, private, or public agency? ❑ Yes ❑ No
   If yes, please explain. _____
   _____

6. Have you ever been dismissed by vote of the congregation from the employment of any church?
   ❑ Yes ❑ No (This question does not imply that you were at fault.)
   If yes, please explain. _____
   _____

7. Have you ever resigned from any church position or employment in the face of charges of misconduct?
   ❑ Yes ❑ No
   If yes, please explain. _____
   _____

8. Have you ever abused or received treatment for alcohol or drugs? ❑ Yes ❑ No
   If yes, please explain. _____
   _____

9. Have you ever been committed, voluntarily or otherwise, to a hospital for psychiatric care?
❑ Yes ❑ No
If yes, please explain. _____
_____

10. Have you ever been formally convicted of spousal or child abuse? ❑ Yes ❑ No
If yes, please explain. _____
_____

11. Have employees, staff, church members, or others with whom you worked ever brought charges of sexual harassment against you before either a church body or any civil governmental agency or court?
❑ Yes ❑ No
If yes, please explain. _____
_____

12. Have you ever initiated any of the following sexual behaviors?

Adultery	❑ Yes	❑ No	Pornography	❑ Yes	❑ No
Homosexuality	❑ Yes	❑ No	Rape	❑ Yes	❑ No
Pedophilia	❑ Yes	❑ No	Incest	❑ Yes	❑ No

If yes for any, please explain. _____
_____

13. Are you a lawful resident or citizen of the United States? ❑ Yes ❑ No
14. Are you currently under continuing medical care for any condition that would affect your ability to carry out a minister's responsibilities? ❑ Yes ❑ No
If yes, please explain. _____
_____

15. How many times have you been married? _____
How many times has your spouse been married? _____

If more than once for either or both, please explain. _____
_____

16. In what states have you held driver's licenses in the past 10 years? _____
_____

_____
Signature

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TOOL 26

SERVICE OF INSTALLATION AND COMMITMENT

The Service of Praise

Prelude
Call to Worship
Scripture: "I will tend My flock and I will let them lie down. … I will seek the lost, bring back the strays, bandage the injured, and strengthen the weak" (Ezek. 34:15-16).
Hymn
Invocation
Choir Anthem

The Service of Greeting

Welcome to Guests
Welcome to the Pastor and His Family
- From the community
- From the Baptist association (director of missions)
- From the Baptist state convention

The Service of Commitment

Scripture: 1 Timothy 6:11-21
Solo
The Pastor and the Church in Covenant
- Introduction of pastor to the church and visitors
- Pledges of pastor and people

Leader: (To pastor) Having been called to be the pastor of this church, do you take this people to be your people, this field of labor to be your field, without reservation of mind or heart?
Pastor: I do.
Leader: (To pastor) Do you promise to give yourself faithfully to the ministry, to the Word, and to prayer; to be a good shepherd of this flock of God; to minister to the needs of all alike; to be the friend of all who will permit you; to seek the salvation of souls and the nurture of the saved; to put the services of Christ and His kingdom above all else; if wronged, to forgive as you expect to be forgiven; to seek always to keep yourself mentally alert and physically fit; as much as in you lies, to be at peace with all people; and to lead this church in the ways of Christ as the Holy Spirit gives you wisdom and strength?

Pastor: I do.

Leader: (To congregation) Do you promise to hear attentively the preaching of the Word, to participate reverently in the services of worship, to share with this pastor in the responsibilities of teaching and learning, to assume your proportionate part of the church's benevolent ministries, to receive him into your hearts and homes, to counsel with him about the welfare of the church and the winning of souls, to encourage him in his stand for right, to forgive him when he makes mistakes, and to follow his leadership as he follows Christ?

People: We do.

Leader: Let us together reaffirm our high resolution and devotion to preaching the good tidings of salvation.

People: We consecrate our gifts.

Leader: To teaching Jesus' way of life.

People: We consecrate our time.

Leader: To leading children and youth to the knowledge of the love of Christ.

People: We consecrate our talents.

Leader: To healing broken bodies and soothing troubled minds.

People: We consecrate our service.

Leader: To caring for the helpless and providing relief for all those who look to us for help.

People: We consecrate our strength.

Leader: To evangelizing the community and extending the kingdom of God worldwide.

People: We consecrate our wealth, our efforts, and our lives.

Prayer of Consecration

Hymn of Dedication

Example:

- "Come All Christians, Be Committed," *The Baptist Hymnal* (2008), number 371.

Response of the Pastor

Hymn

Examples:

- "O Master, Let Me Walk with Thee, *The Baptist Hymnal* (2008), number 488.
- "The Church's One Foundation," *The Baptist Hymnal* (2008), number 346.

Benediction

Postlude

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TOOL 27

INSTALLATION SERVICE

Organ Prelude

Scriptural Call to Worship ..... Member of Pastor Search Committee

Invocation ..... Member of Pastor Search Committee

Congregational Hymn ..... Congregation

Introduction of New Pastoral Family to Church[1] ..... Chairman of Pastor Search Committee

Worship in Music ..... Children's or Youth Choir

A Covenant for Ministry Together or Church Covenant ..... (Read Responsively)

Scripture ..... Member of Pastor Search Committee

Pastoral Prayer ..... New Pastor

Congregational Hymn ..... Congregation

Offertory Prayer ..... Member of Pastor Search Committee

Offertory ..... The Doxology

Worship in Music ..... Adult Choir

Introduction of Church to New Pastor's Family[2] ..... Chairman of Deacons

Signing of Pastor-Church Covenant of Relationship[3] ..... Chairman of Pastor Search Committee and Pastor

Installation Message ..... Pastoral Friend or New Pastor

Invitation Hymn ..... Congregation

Presentation of Gift[4] ..... Chairman of Deacons

Fellowship Hymn and Benediction: "Blest Be the Tie" ..... Congregation

1. The chairman of the pastor selection committee introduces the new pastor and his family to the church, using biographical information.
2. In introducing the church to the new pastor and family, the deacon chairman briefly recounts highlights from church history.
3. Although "Pastor-Church Covenant of Relationship" (see tool 4) has been signed earlier (see phase 4), this public signing will give the covenant greater visibility to the entire congregation.
4. It would be appropriate to present the new pastor a tangible gift to mark the beginning of this new relationship.

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TOOL 28

PASTOR-CHURCH RELATIONS TEAM

Purpose

The pastor-church relations team serves as a liaison support group between the pastor and the congregation. It is not to serve as an oversight group.

Responsibilities

1. To give relational support to the pastor and his family

2. To serve as a sounding board for the pastor's personal and church concerns

3. To bring the church's concerns to the pastor

4. To be a resource to the pastor in prayer, understanding, and ministry

Procedures

1. The team is composed of six or nine persons who serve on a three-year rotation, with two or three being new appointees each year.

2. The pastor recommends six or nine persons to the nominating committee. The nominating committee considers these and other appropriate persons, from whom the church nominates six or nine. The persons nominated should represent an appropriate diversity of ages, genders, and opinions.

3. The team meets at least quarterly and/or as needed.

4. The pastor and/or the chairman can initiate a called meeting.

5. The team elects a chairman.

Values

1. This team ensures that the pastor has a support group to whom he can turn for counsel and advice.

2. This team provides a communication link between the congregation and the pastor. This point of contact is particularly important for individuals who don't feel comfortable going directly to the pastor.

3. The pastor has a feedback group whom he can consult to check the congregation's perception of his work.

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TOOL 29

PERFORMANCE REVIEW

The church's personnel committee can use this form in an annual evaluation of the pastor.

Please rank your pastor's performance for the past year in the categories that follow. Your evaluation should reflect his typical performance rather than occasional, isolated performance.

1 = unacceptable
2–3 = poor
4–6 = commendable
7–8 = outstanding
9 = consistently superior

	Circle one number in each line.								
Pastoral Ministry									
Communication skills	1	2	3	4	5	6	7	8	9
Listening skills	1	2	3	4	5	6	7	8	9
Counseling skills	1	2	3	4	5	6	7	8	9
Crisis ministry	1	2	3	4	5	6	7	8	9
Hospital visitation	1	2	3	4	5	6	7	8	9
Visitation of shut-ins	1	2	3	4	5	6	7	8	9
Visitation of church members	1	2	3	4	5	6	7	8	9
Grief follow-up ministry	1	2	3	4	5	6	7	8	9
Conduct of funerals	1	2	3	4	5	6	7	8	9
Conduct of weddings	1	2	3	4	5	6	7	8	9
Pulpit/Worship Ministry									
Planning of worship services	1	2	3	4	5	6	7	8	9
Planning of prayer meetings	1	2	3	4	5	6	7	8	9
Sermon preparation	1	2	3	4	5	6	7	8	9
Sermon delivery	1	2	3	4	5	6	7	8	9
Sermon variety	1	2	3	4	5	6	7	8	9
Involvement of staff and church members	1	2	3	4	5	6	7	8	9
Teaching skills	1	2	3	4	5	6	7	8	9
Conduct of church ordinances	1	2	3	4	5	6	7	8	9
Church Administration									
Leadership of church staff	1	2	3	4	5	6	7	8	9
Leadership of volunteers	1	2	3	4	5	6	7	8	9
Assistance to committees, officers, organizations	1	2	3	4	5	6	7	8	9
Organizational skills	1	2	3	4	5	6	7	8	9

Promotional skills	1	2	3	4	5	6	7	8	9
Timeliness in correspondence	1	2	3	4	5	6	7	8	9
Response to telephone calls, e-mails	1	2	3	4	5	6	7	8	9
Responsible management of church finances	1	2	3	4	5	6	7	8	9
Delegation skills	1	2	3	4	5	6	7	8	9

Personal Qualities

Grooming/appearance	1	2	3	4	5	6	7	8	9
People skills	1	2	3	4	5	6	7	8	9
Affirmation of others	1	2	3	4	5	6	7	8	9
Balance in life	1	2	3	4	5	6	7	8	9
Physical health	1	2	3	4	5	6	7	8	9
Emotional health	1	2	3	4	5	6	7	8	9
Spiritual health	1	2	3	4	5	6	7	8	9
Family health	1	2	3	4	5	6	7	8	9
Commitment to personal growth	1	2	3	4	5	6	7	8	9
Commitment to professional growth	1	2	3	4	5	6	7	8	9
Punctuality	1	2	3	4	5	6	7	8	9

Community/Denominational Participation

Participation in local Baptist association	1	2	3	4	5	6	7	8	9
Participation in state and national denominational activities	1	2	3	4	5	6	7	8	9
Participation in local clergy association	1	2	3	4	5	6	7	8	9
Image in community	1	2	3	4	5	6	7	8	9
Commitment to local and worldwide missions	1	2	3	4	5	6	7	8	9

Evangelism Leadership

Provision of evangelism training	1	2	3	4	5	6	7	8	9
Commitment to evangelistic visitation	1	2	3	4	5	6	7	8	9
Commitment to evangelistic fervor in the church	1	2	3	4	5	6	7	8	9

Narrative Evaluation

1. What strengths are most evident in the pastor's service and ministry?

_____
_____
_____
_____

2. What areas of the pastor's ministry and service provide the greatest need and opportunity for growth?

_____
_____
_____
_____

3. How did the pastor respond to last year's evaluation?

_____
_____
_____
_____

4. What is the pastor's overall effectiveness and potential in his current role?

_____
_____
_____
_____

5. How effective is the pastor in leading the church to fulfill its purpose and mission?

_____
_____
_____
_____

6. What constructive suggestions do you wish to communicate to the pastor?

_____
_____
_____
_____

This performance review represents a consensus and composite of evaluations completed by the members of the personnel committee.

_____ _____

Signature of chairman, personnel committee Date

Pastor's written response to the performance review (optional):

_____
_____
_____
_____
_____

_____ _____

Signature of pastor Date

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