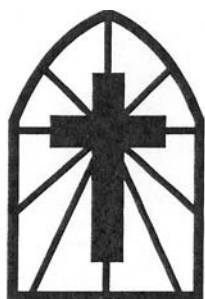


# **Kentucky Baptist Convention**

## **Pastor Search Committee**

### **Workbook**



**Developed by Pastoral Ministries, Leadership Development Team**  
**Kentucky Baptist Convention**  
**502.489.3382, 866.489.3382**

## Introduction

Given the diversity among Baptist churches, you will discover that there is no **one way** for a pastor search committee to accomplish its task. Each search committee must accept full responsibility for what they do and how they choose to do it.

This workbook is a composite resource developed from the efforts of many different people. As you read the material, you must choose what to implement and how best to implement it in your church context.

Each member of the search committee should read the material. Then, as a committee, discuss the suggested implementation steps and explore the purpose of each step. Once you have discussed the search process, you can then design your sequence of procedures.

This is a spiritual task. Thus, the importance of prayer by the committee and for the committee is affirmed throughout this workbook.

The prayer expressed in Hebrews 13:20-21 is appropriate for the pastor search committee as it seeks to fulfill the awesome responsibility entrusted to it by the congregation.

As noted repeatedly in the workbook, the key to success for the pastor search committee is ***PRAYERFUL PATIENCE***.

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# Kentucky Baptist Convention

## Pastor Search Committee Workbook

### **Now that Our Pastor Has Left, What Should We Do First?**

When a pastor announces his resignation, feelings in the congregation run a gamut of emotions. Some saw it coming. Some are surprised. Some feel grief. Others may feel jubilation. If the pastor leaves under pressure, some may blame others for his exodus. Regardless of the emotions, life goes on and the church must face the future.

In *Changing Pastoral Leadership*, Loren Mead identified seven phases a congregation will experience during the transition from one pastor to another:

1. The period of closure – the time after announcement of the decision to leave and the pastor’s actual departure.
2. The period of direction finding – the congregation discovers how to proceed and what help is available.
3. The period of self-study – congregation conducts a mission study to see what kind of leadership it needs.
4. The period of search – the congregation’s representatives seek to find the next pastor.
5. The period of negotiation and decision – the search narrows to one candidate, a decision is made and an agreement is finalized.
6. The period of installation – the new pastor arrives and begins his ministry.
7. The period of start-up – the new pastor and congregation begin working together.

### **Interim Period**

Because the interim period usually encompasses many months, church leadership needs to consider two important issues.

First, the church must answer the question of who will step up to lead the congregation in the interim. The exodus of the pastor may result in a scramble among those in the church who want to “take over the reins.” If the pastor has left in response to growing conflict, the problem is compounded. Which “side” will fill the vacuum? The potential for loss is great. It is to be hoped that there are mature lay leaders in the congregation who will recognize the critical need for balanced decision-making in this interim time.

The period in which the congregation is without its pastor is called the “interim period.” This refers to “the time between the former pastor leaving and the new one arriving.” Providing someone to preach in each worship service during the interim is referred to as “filling” or “supplying the pulpit.”

When the pastor leaves, at least four attitudes are evident among the people: 1) Grief (sad); 2) Joy (glad); 3) Anger (mad); and 4) Confusion. One of the primary goals of the interim period is to bring the people with different attitudes back together again.

Congregations that fail to make wise use of the interim time tend to repeat their history with the new minister.

Options for providing pastoral leadership during the time between pastors include:

- Multi-staffed churches can assign pastoral responsibilities to staff members according to their gifts and available time.
- Different preachers can be enlisted to lead various worship services. For example, the church could enlist a preacher to fill the pulpit each month.
- A preacher could be enlisted to preach in all services and the other pastoral duties are covered by staff members and/or lay leaders.
- A minister is employed to preach in all the services and provide limited (clearly defined for both the congregation and the minister) pastoral ministry according to his availability.
- An interim minister is called as a transition pastor to lead in the on-going ministries of the church. This person carries responsibility for pastoral leadership during the interim and works directly with the church leadership in preparing the congregation for a new pastor (Appendix 1). It is crucial for the interim and the church leadership to clearly define their expectations. This must include the time the interim will serve each week and the compensation the congregation will provide.

### **Electing a Pastor Search Committee**

Second, the church must elect a Pastor Search Committee. Care should be taken that the steps followed in this process are in compliance with the church's Constitution and By-laws. Some churches' documents require that persons from specified groups serve on the committee. Be sure that people nominated and selected are characterized by:

- Demonstrated spiritual maturity.
- Priority commitment to seeking and following God's will for the church.
- Faithful attendance and support of the church.
- Healthy inter-personal relationship skills.
- Ability to maintain confidentiality.
- Freedom and ability to attend long meetings and travel occasionally.
- No agenda based on either self-interest or a sub-group's interest.

If the documents of the church define the number to serve on the committee, you must follow that procedure or have the church amend the documents. For most churches, five to nine members are sufficient. Too large a committee can make the search process cumbersome and overly complicated.

Stay alert to and learn from the common mistakes churches and search committees have made. These include:

- Forming a search committee that does not represent all the church.
- Providing unclear guidelines for the committee.

- Not keeping confidences within the committee.
- Not doing a congregational self-study.
- Having more than one committee member contact the prospect.
- Not being honest with the candidate about your church situation.
- Considering only the pulpit skills of the prospect.
- Not preparing well for the interviews.
- Not doing in-depth background checks and thorough reference checks.
- Not allowing enough time for the candidate and the church to interact and get to know each other.
- Moving the process too quickly, being impatient.
- Conducting the search process in human power alone, not actively seeking God's direction constantly.

### **Checklist for Pastor Search Committee's First Meeting**

1. Review the duties and responsibilities of the committee.
2. If needed, determine the process of selecting someone to preach during the interim time. Because the search committee carries an awesome responsibility, it would be better for a separate committee to handle the interim needs.
3. Determine committee officers: chairman, vice-chairman, prayer coordinator and secretary. Take good minutes at every meeting!
4. Discuss the "Critical Agreements and Considerations," the "Code of Ethics," and the "Committee Expenses" with the entire committee (see pages 5-7). As needed, modify these documents in consultation with appropriate church leaders and/or committees. Formally adopt these documents as a committee. Share this information with appropriate committees and the congregation.
5. Determine the place and time for weekly committee meetings. The importance of attendance at meetings should be stressed.
6. Determine if the committee will use a designated post office box for receiving resumes. This can help guard the confidentiality of the committee's work.
7. Determine how often you will report to the congregation. The committee should plan to give at least a brief monthly report during the Sunday morning worship.
8. If at all possible, schedule a committee retreat away from the church in a relaxed setting. Such a retreat would provide the committee a significant advantage for praying and developing personal and working relationships.
9. Review the overall process of searching/selecting the pastoral candidate.
10. Determine when to develop and conduct the Church Questionnaire (Appendix 3).
11. Plan a time to review the pastor's position description and discuss pastoral expectations, responsibilities and relationships. (If the church does not have a position description, one should be developed by the appropriate committee and approved by the church.)
12. Pray for one another, the work of the committee, the church and the future pastor.

### **Organization of the Committee**

Most search committees elect a Chairperson, Vice-Chairperson, Prayer Coordinator and Secretary.

Special qualities to consider in selecting the chairperson include:

- Collaborative leadership style.
- Ability to facilitate the process, not dominate or manipulate it.
- Tactfulness.
- Impartiality.
- Ability to organize and manage the search process.

Responsibilities for each officer include:

- **Chairperson.** The chairperson is responsible for presiding at meetings, giving leadership to the committee, and guarding the integrity of the meeting process. The chairperson will call the meetings, prepare the agendas, preside over the meetings, and facilitate the process. The chairperson will communicate with the church office to reserve a room for meetings and any other physical or calendar concerns. The chairperson is not expected to do all the work. The chairperson should be prepared to delegate responsibilities among the members. Usually the chairperson will be the liaison between the committee and the congregation. This requires good communication skills. In exceptional cases, the chairperson may wish to call on one of the other members who is more gifted in communication to speak before the church.
- **Vice-Chairperson.** The vice-chairperson works closely with the chairperson and acts for the committee in the absence of the chairperson. Early in the process, the chairperson and vice-chairperson should decide what the vice-chairperson can do to facilitate the search.
- **Prayer Coordinator.** The prayer coordinator should be a person who is known by the congregation as one who takes seriously the discipline of prayer. This person will act intentionally to keep prayer before the church and the committee.
- **Secretary.** The secretary will keep good notes of all the meetings. The notes should be complete and neatly prepared so that if/when questions are raised about previous discussion or decisions, it will be relatively easy to find answers in the minutes of the meetings. The secretary will also be responsible for all correspondence that goes out from the committee, whether to the church or the candidate(s) being considered.

## **Commissioning the Committee**

The church may want to consider a commissioning service for the search committee. Such a service accomplishes at least two important functions. First, the importance of the responsibility assigned to the committee is underscored by a commissioning service. A commissioning service also provides a worship context in which a covenant is made between the committee and the congregation. A commissioning service can be a very meaningful act of dedication. The congregation covenants to pray for the committee. The committee covenants to represent the congregation by being faithful, under God, to find His man for pastor of the church (sample service included in Appendix 2).

## **Slow Down – Don't Rush**

The inevitable tendency is for the search committee to accelerate its work. Pressure may come from within the committee and/or from the congregation. Observation suggests that most congregations experience some level of anxiety when the church does not have



a pastor. The consequence is that church members will put the squeeze on committee members. “What’s taking you so long?” “I know someone who would make us a great pastor.” “We’ve got to get a pastor or our attendance and giving will nose-dive.” These are but a few examples of what committee members may hear. Members of the committee must resist that kind of pressure. To succumb to it might very well result in getting out in front of God and therefore calling the wrong man. The committee must be sensitive to the people who voice their concerns. However, in a kind and firm way, the members of the committee must remind their fellow church members that they are committed to finding God’s man through the exercise of prayer and in dependence on the Holy Spirit’s leadership. ***The key for a successful search committee is PRAYERFUL PATIENCE!***

### **Training the Committee**

The probability is that at least some of the members of the search committee will be serving in this role for the first time. There will be a lot of questions. Where do they go for answers? Fortunately, there is help available for search committees. Many Directors of Missions provide training for the committees in their association. There are several printed resources available: from LifeWay, the web (see Appendix 21), and from Pastoral Ministries of the Kentucky Baptist Convention. Additionally, the Pastoral Ministries Office of the Kentucky Baptist Convention provides training for search committees (contact Karl Babb at 866-489-3382 or Karl.Babb@kybaptist.org).

### **Critical Agreements and Considerations**

Each of these issues will be critical in the performance of your search committee and the outcome of your search. Discuss each statement seriously and decide whether or not you will do it. Write down the results of your discussion to avoid misunderstandings.

**(Yes/No)**

1. \_\_\_\_\_ We will require a unanimous vote of the search committee regarding the final recommendation of a pastor to our congregation.
2. \_\_\_\_\_ We will maintain confidentiality in all matters (including spouses).
3. \_\_\_\_\_ We will only consider candidates for whom we receive resumes.
4. \_\_\_\_\_ All recommendations that the committee receives must be written.
5. \_\_\_\_\_ The pastor profile, as developed by the committee based on congregational input, will be used as the primary means to evaluate the priority listing of our prospects.
6. \_\_\_\_\_ No individual will be recommended to the church until the committee has thoroughly completed its investigation of the candidate.
7. \_\_\_\_\_ We will use the approved financial provisions in discussions with the candidate. If we feel this must be changed, we will first gain appropriate approval before proceeding with the search process. (Appendixes 6 and 7)
8. \_\_\_\_\_ We will not allow church members to “rush” us in the search process.
9. \_\_\_\_\_ We agree that a candidate will not preach before our congregation until the committee is ready to recommend him to the church as pastor.
10. \_\_\_\_\_ Once we focus on a specific candidate, we will devote full attention and efforts toward him.

## **Code of Ethics – Pastor Search Committee Members**

All those who have been privileged to become involved in this search realize that their fellow members have placed great confidence in them personally and spiritually. Each one should be encouraged and called to a solemn sense of responsibility. We covenant together to preserve a prayerful and effective service for our Lord in every aspect of the matter before us.

*Therefore:*

**We will pledge to pray daily for each other and to remain in a constant vigil for matters in our congregation that may encourage or discourage our assigned task:**

1. We pledge to speak plainly and with honest intent regarding all matters to be considered.
2. We will not knowingly withhold thoughts or reports that bear impact upon our task, but with careful attention to the honor and testimony of our brothers and sisters, we will offer a fair and factual statement to the committee in session for the purpose of its deliberation and counsel.
3. We pledge to receive all information, discuss all information, and meditate upon all information with a confidence that each speaker has spoken to the common good, without intent of harm or hurt to persons present or absent. We will look for the common encouragement found in each challenge, and we shall resist the temptation, should such arise, to think less of one another.
4. In all matters, our concern shall be first to seek our Heavenly Father's will and submit attentively in prayer to His direction.
5. In order to protect the integrity of our covenant, we pledge to uphold all confidentiality.
6. We undertake this task as a spiritual challenge and recognize our personal and corporate need for prayer and wisdom in order to fully accomplish our work in the Lord.

AMEN.

## **Pastor Search Committee Expenses**

Understanding that there will more than likely be expenses related to securing the next pastor, the following guidelines should be followed:

1. All expenses should be coordinated through the chairman of the search committee.
2. Reimbursement should only be expected when there are receipts submitted to the church.
3. It is recommended that the cost of the Pastor Search Committee would come from the line item in the church budget: Pastor's Salary or other related line items. However, it would be wise to save as much of the pastor's salary for moving expenses for the pastor your church will select, since there probably is no provision in the budget for these related expenses. The pulpit supply/interim pastor expense can also come from the Pastor's Salary line item.
4. A monthly allotment should be established early in the search. If it appears that expenditures will exceed the monthly allotment, church approval should be received prior to financial commitment, if at all possible.
5. Reimbursements should be expected for the following items:

- a. Transportation, meals, and lodging of the search committee for trips to interview a prospective pastor. (A suggested amount for automobile expenses would be the allowed IRS expense per mile.)
- b. Postage expenses related to the search.
- c. Telephone expenses related to the search. (The church phone should be used as much as possible to call the candidate. Should the candidate call, it would be good to offer to call him right back so he would not have to pay for the call.)
- d. Transportation, meals, and lodging for the candidate and family to and from the church field. (A suggested amount for automobile expenses would be the allowed IRS expense per mile.)
- e. Any other expense related to searching for a pastor that is approved by the church. *The committee should be fair and frugal with expenses. The search could last for several months.*

### **Search Process Overview**

1. Search Committee formed.
2. Search Committee organizes and bonds.
3. Search Committee guides church in self-discovery.
4. Search Committee receives resumes.
5. Search Committee reviews resumes.
6. Search Committee selects three to five potential candidates.
7. Search Committee makes initial inquiry and contact; followed by preliminary interview (usually by telephone).
8. Search Committee checks references.
9. Search Committee reviews potential candidates and selects one.
10. Search Committee contacts additional references and conducts background checks.
11. Search Committee visits potential candidate's church.
12. Search Committee conducts in-depth interviews.
13. Search Committee invites candidate and family to church field.
14. Search Committee arranges interaction of candidate and church; including sermon and dialogue times.
15. Search Committee presents candidate to church (see pages 18-19 for procedure suggestions).
16. Search Committee informs candidate of church vote and church of candidate's response.
17. Search Committee arranges for move and transition.
18. Search Committee leads in church celebration.
19. Search Committee helps bridge the transition.
20. Search Committee concludes its work.

***Remember: The key for a successful search committee is PRAYERFUL PATIENCE.***

### **Now That We Are Organized, How Do We Proceed?**

The following process is presented as a guide. This process is one among many, but it is Baptist-friendly and has been used effectively in many Baptist churches. As you consider the process, please be encouraged to adjust and tweak it so that it feels comfortable for your situation. As you shape the specifics of your process, please be alert to both

geographical considerations and availability of financial resources. For example, many churches will not have the financial resources to allow the search committee to travel out of state to hear a candidate. In that case, other options will need to be considered.

### **Surveying the Congregation**

A wise search committee will welcome and actively seek input from the congregation. Already, the point has been made about keeping the congregation informed and engaged. Committees can profit from a Congregational Pastor Search Survey (a sample is included in Appendix 3 and 4) distributed to every member of the church. Probably the most effective way of dispersing the survey is through the Sunday School or in the worship service. Announcements from the pulpit and in the newsletter should be made well in advance so that members know a survey will be used, when and how the survey will be dispersed, how long the members have to complete it, and how the survey will be returned. It is important for the committee to take seriously the data in the survey. However, it is probably best not to publish the data. Publishing the results could create very narrow expectations among the members and could limit the committee in its search efforts.

The search committee needs to think strategically about the next person who will serve as pastor. The data from the congregational survey is helpful in developing a profile for the next pastor. The search committee can schedule times to meet with specific groups such as the choir, children's workers, deacons, and Sunday School classes for follow-up conversation once the information has been gathered. This allows for additional verbal input from members and for the committee to clarify any general concerns or questions from the survey experience.

### **Congregational Forum**

A *Congregational Forum* provides additional opportunity for the search committee to gather congregational input in a more relational setting.

Schedule a congregation fellowship on a Wednesday or Sunday evening. Promote this event as an important time for the congregation to give input to the search committee. Have participants sit around tables, six to eight people per table. Have each table identify a "secretary" to write ideas expressed and a "spokesperson" to report the ideas. Put large note pads on the wall and note sheets on each table, and have the search committee secretary record the reported ideas. The groups can be inter-generational or the youth may choose to sit together at one table.

1. Ask each table to identify and list what they think are the church's assets or strengths. This could include things like buildings, location, and specific ministries. Allow about ten minutes for small group discussion. Then, debrief the discussion by asking each table to identify ONE asset or strength. Record each response on the large note pad. Proceed around the room, giving opportunity to each table to share. Once each table has shared, repeat the process until all the ideas have been listed.

2. Now ask each table to explore the question, *what could we do better as a church?* This will give opportunity for people to discuss what they see as the needs and/or challenges facing the church. Repeat the process described above for gathering the input.
3. The final focus point asks each table to identify and list hopes and dreams they have for the church within the next five years. Repeat the process described above for gathering the input.

This event will generate energy among the church members, stimulate ministry conversations, provide valuable information for the search committee to share with a prospective pastor, and focus people's attention toward the future. As a follow-up to this event, the strengths and asset list should be printed and made available to the congregation. This could be distributed as a bulletin insert, displayed as a wall banner or poster in the church and/or included in the church newsletter.

### **Developing Profiles**

However, data alone is incomplete. The committee must spend significant time thinking and praying together about the qualities, skills and strengths needed by the next pastor in order to be an effective leader with that congregation. That determination can only be made if the committee knows the congregation and community. Ask such questions as "Where does our congregation want to go in the next three to five years?" "What are the specific skills our next pastor should possess?" "What are the roadblocks that the next pastor will need to overcome?" and "Do we need someone whose gifts are administration, or pastoral, or preaching, etc.?" These are all matters that need to be considered in the creation of a profile for your next pastor.

The committee should also develop a church and community profile. This information will be helpful in sharing information about your church and community with prospective pastors. Information to be included in the profile is listed below.

### **Church and Community Profile**

A sub-committee of the search committee can handle this project or the search committee can request the church to authorize a special group to develop the materials. The materials can then be reviewed and revised by the search committee before it is distributed. This resource has value for the church beyond the search committee. It can be adapted for use in community outreach. It can be a tool for welcoming new people into the community and introducing them to the ministry of the church.

Have several copies of the packet available to send to each viable candidate. It should include items such as:

- Copy of church budget, church constitution and by-laws, personnel policies, any policy and procedure manuals, etc.
- Chart of organizational responsibilities.

- Copies of past newsletters and/or bulletins that give an indication of the types of activities in which your church participates.
- Copy of your latest church calendar.
- Copies of the last few monthly financial statements.
- Any church brochure(s) you may have.
- Information about the parsonage, as applicable (size, age, features, location, picture, floor plan, color scheme, drapes, carpet, etc.).
- A simple drawing of your present facilities with a list of statistics about the building.
- Any future plans voted on by the church that would affect the future of the church (you may want to include copies of the minutes from your last few business meetings).
- Church statistics for at least the last five years (preferably ten years) to give the candidate information about your church (available from the Annual Church Profile).
- List of organizations in the church and their leadership.
- Copy of the latest church picture directory.
- Information about and maps of your town/area. (Contact the Chamber of Commerce for resources.)

### **When the Committee Is Ready, How Do We Process the Resumes?**

The committee will receive resumes from a variety of sources. Some resumes will come directly without the committee ever making a request. Sources of resumes include:

- **Pastoral Ministries Office, Kentucky Baptist Convention**

Resumes sent out from the office of Pastoral Ministries are not to be understood as recommendations. Our commitment is to provide resumes to search committees and trust the committees to be thorough in their search and to be led by the Holy Spirit to the person who will serve as their pastor.

To request resumes from the Pastoral Ministries office, go to the Kentucky Baptist Convention website ([www.kybaptist.org](http://www.kybaptist.org)). Use the quick link to *Seeking Minister/Seeking Church*. Complete the *Church Profile*. This will create a file with our office. Appropriate resumes matching your stated criteria will be sent by e-mail to the designated address on the profile.

- **Seminaries, Colleges and Universities**
- **Other State Conventions**
- **Directors of Missions**
- **Church Members**
- **Pastors and Other Church Leaders**
- **Advertisements in Baptist papers, *Western Recorder* and others**
- **Internet**

## Sorting Resumes

The search committee will need to establish an adequate amount of time for receiving resumes. The committee should select a cut-off date for receiving resumes. This does not mean that resumes will not be received after that date. It simply gives the committee a set time when they will begin working with the resumes they have received.

A letter of acknowledgement need not normally be sent to each potential candidate, unless for some reason, the individual was personally contacted by the committee. If the search committee has requested the resume of a candidate, a letter should be sent stating receipt of the resume. If at a later date that particular candidate is rejected, a letter should be sent to notify him of the committee's decision. ***A good procedural rule is that if the search committee makes contact with a candidate, the committee has an ethical/professional responsibility to communicate with the candidate when that individual ceases to be a candidate.***

In reviewing resumes, the committee needs to:

- Look at the candidate's ministry record
  - Locations
  - Time of ministry
  - What accomplished
  - How he accomplished ministry
- Verify educational background and degrees
- Validate ministry record by confirming with former churches
- Check on denominational involvement, checking state conventions and associations

Depending upon the size of the church, the sheer number of resumes can be overwhelming. The question becomes how to reduce the volume of resumes to a workable number. One way is to make copies of every resume for each member of the search committee. Using the profile that the committee has created, each committee member will work independently with the stack of resumes, eliminating those that do not fit the profile. Many resumes will be easily eliminated. The goal of the committee at this point is to develop a short list of candidates (from five to ten, with the ideal being five). This will not be an easy task. Study and prayer will be required. This step should not be rushed. Once this has been completed, the committee members will come back together and share their choices. The five to ten resumes that show up with the most frequency will comprise the short list.

Once the short list has been developed, each person on the short list will be contacted by phone. If the individual agrees to become a candidate, he will then receive a follow-up letter. The telephone call should include:

1. Introduction to the church.
2. Invitation to the individual to become a candidate in the search process.
3. Response to the individual's initial questions.
4. Permission to check references.
5. Request for a sermon tape.

The follow-up letter will confirm the telephone conversation; include information about the church, a short questionnaire and a reference release form. Focus the questionnaire on five to seven issues the search committee believes to be most crucial for sorting candidates. Questions can be taken from the *Initial Interview Questions* (Appendix 8). To ensure confidentiality, send the letter to the candidate's home address rather than to the church office. Allow sufficient time for the individuals on the short list to be contacted, for the follow-up letters to be sent, and the tapes, questionnaires, and release forms returned.

### **The Sermon Tape**

Listening to the sermon tapes should be done with a plan. It will be helpful to the committee members to use some kind of guide for hearing and considering the tapes (see Appendix 15). Sermon tapes provide one tool in the process of helping the committee decide who will be its number one candidate. The sermon tapes should be listened to at a time when the entire committee can be present.

There are various schools of thought about how to accomplish the task. One option is to schedule sufficient time to listen to all candidates' tapes in one setting. Assuming you will be listening to five tapes, you can figure on about three hours. The rationale for hearing the tapes in one sitting is that you will be more likely to make better and fairer comparisons. Another option is to schedule two listening sessions. The rationale for this is that by the time you have listened to two or three sermons on tape, you become mentally tired and, therefore, the tapes listened to last do not receive a fair hearing. A third possibility is to listen to two tapes in one sitting and decide which sermon is the stronger of the two. Come back as soon as possible thereafter and listen to two other tapes and decide which of those two is stronger. Assuming you started with five, you now have one that you have not listened to and two that you have judged stronger than two others. Take those three and listen to them and decide how you would rate them in terms of their strength.

You are still working with the short list. Based on the resumes, questionnaire responses and the evaluation of the tapes, the committee members are ready, independently, to rank the candidates. Each member should order the short list so that the first choice is number one, the second is number two, and right on down the line. When the committee members come back together to compare their work, the next step will be to come up with a consensus list that will be used by the committee to move forward in the process. One procedure option is for the chairperson of the committee to go around the table and let the members of the committee identify their number one choice and assign it a number value, five (if you are working with five resumes). After each member has identified her/his number one choice, go to number two and assign it a value, in this case four.



Continue that process until every resume has been assigned a value. Add the numbers, and the resume with the highest number becomes your number one candidate; the one who receives the second highest number becomes your number two candidate, etc. Once you have identified your number one candidate, it is suggested that the committee deal with that person exclusively.

It may be that you will decide upon another process of determining your short list. Whatever method you use, the committee will be wise to consider one person at a time. Committees that go out to hear multiple candidates risk disagreement and confusion about who should be the primary candidate. Dealing with one candidate at a time will reduce that likelihood.

### **Focusing on the Candidate**

Remember that you are still in the consideration phase. Just because you are focusing on this one particular person does not mean you will call him as pastor. Be careful not to make any commitments to the person at this time. Serving effectively on a pastor search committee is hard work. A tremendous amount of time and effort will be expended investigating the background of the candidate. This can be time-consuming and tedious work. However, to shortcut the process at this point is dangerous.

### **Checking References**

Typically, most resumes will include references. If references are not included, the committee will want to secure references from any candidate who makes the short list.

Checking the references is key to understanding the candidate. Granted, even when a committee has done a thorough and effective work in checking references, there is no absolute guarantee of a healthy relationship between the new pastor and the congregation. However, the likelihood of the relationship succeeding is greatly enhanced by careful attention by the committee in this process.

Start with the references listed on the candidate's resume. Usually there are telephone numbers and addresses included with those who are named as references. The chairperson of the search committee will need to delegate among the committee members the task of contacting references. It is important to involve all members of the search committee, as far as possible, in this step in the process. It is equally important that the committee members all be in agreement. Therefore, the committee members will need to take as much time as needed to agree upon what questions are important to ask the references. Create a checklist that will be used by the committee members as they contact each reference (Appendix 12).

Some search committees choose to develop a letter to send to references. The letter of request should include a brief introduction, a copy of the signed Reference Release Form, the questionnaire and a stamped, self-addressed envelope (Appendix 11). Keep the questionnaire simple. Long documents that require extensive, detailed responses can be a burden to the writer. Also, remember that some people are hesitant to put sensitive information in writing. It is best to gather such information from a follow-up telephone

conversation. The follow-up conversation provides opportunity to clarify unclear or unanswered points.

Regardless of which approach the committee decides upon, it is advised that the committee go beyond the references listed on the resumes. Anyone can find three or four people who will give him a good reference. This is exactly why the committee needs to expand its efforts beyond the references listed on the resume. There are several ways to accomplish that. When talking to the references listed on the resume, the committee member can ask, "Can you provide me with the name (and telephone number, if possible) of someone else who knows \_\_\_\_\_?" Another way of expanding your information base is to contact the Director of Missions in the association where the candidate is currently serving. As a general rule, the committee is discouraged from contacting people in the candidate's current church. However, it is perfectly permissible to contact members in churches where the candidate has served previously. These are usually listed on the resumes under "experience." You can also contact the Director of Missions in the associations where the candidate has previously served. Realistically, the committee should understand that there exists the possibility of getting negative feedback from a reference. After all, it is impossible to please everyone! However, after having contacted multiple references, the committee can see if there are recurring patterns of destructive behavior or unhealthy issues that characterize the candidate's ministry experiences.

### **Contacting the Candidate**

After the hard work of checking the background of the pastoral candidate, the time has come for the search committee to interact with the candidate. The chairperson of the committee will logically be the one to make the contact. The chairperson needs to be prepared to answer questions that may be raised by the candidate over the phone. At this juncture, neither the committee nor the candidate is making a decision beyond an initial interview. The chairperson will express the committee's interest in the candidate and ask him if he would be willing to interview with the committee. The committee can choose to conduct this interview in person or by telephone.

### **Initial Candidate Interview**

#### **Telephone Interview**

At the agreed time, the search committee calls the candidate. The candidate needs to be at a location that allows him to speak candidly without concern of interruptions or distractions. The committee should use a speakerphone so that all members can both hear the responses and enter into dialogue with the candidate. Avoid asking questions that require only a "yes" or "no" response. *Sample initial interview questions are listed in Appendix 8.*

#### **In-Person Interview**

If the search committee chooses to meet personally with the candidate, arrange for the meeting to take place in a neutral location convenient for both the candidate and the committee members. A neutral site could be a neighboring church, an associational

office or a hotel conference room. The location must provide confidentiality for both the search committee and the candidate. Questioning can follow the same pattern as the telephone interview.

### **The Second Meeting**

After the initial interview, the search committee must make a prompt decision. If the search committee senses that it is God's will to continue with this candidate, a second meeting needs to be scheduled. (However, if the search committee chooses not to proceed with the candidate, then the chairperson should notify him that the search committee believes God is leading them in a different direction. Thank him for the privilege of considering him and assure him of your continuing prayers for his ministry.)

During this second meeting the candidate and the search committee will begin to develop a deeper relationship. Both will begin to sense what it is like to work with one another. Sample questions for this interview can be selected from Appendix 13. The purpose of this interview session is for the search committee to experience how the candidate builds relationships, solves problems and provides leadership with a group.

The chairperson should extend an invitation for the candidate's spouse to attend this meeting. It is extremely important for the spouse to attend this meeting. Though the church is not calling the spouse to serve on the staff, she will be either an asset or a liability to her husband's ministry. The church has every right to expect that the minister's spouse will be committed to Christ and to the church, and the committee has the responsibility of assessing that.

If the candidate is interested in meeting with the search committee, the candidate and the chairman of the committee should mutually agree upon a place and time. Often this second meeting can be conducted in a private room at a nice restaurant. The specific place should be selected based on convenience and privacy for both the candidate and the search committee. The church should cover the expenses of the candidate and his spouse. Additionally, it is a professional courtesy for the church to cover all expenses incurred by the candidate throughout the entirety of the search process. This is only fair in view of the fact that the committee initiated the process and the candidate has chosen to enter the process at its invitation.

Geographical restrictions may require the search committee to adjust and/or modify the interview process. The process as described assumes that the candidate is within driving distance of the church. There may be instances where the candidate is far enough away that the committee will need to make other arrangements for meeting. The committee will use its judgment to determine how the process needs to be adjusted.

In advance of the meeting, the search committee members should have already identified the questions they want to ask the candidate and decided how the questions will be divided among them. It will be much easier if each member of the committee accepts responsibility for three or four of the questions. At this meeting, it is appropriate for the committee chair to take the lead.

If this is a dinner meeting, the chairperson will get everyone's attention and offer thanks for the meal and meeting. After the meal, the meeting can take on more formality. The first item will be a time of prayer, seeking God's will and leadership. This will be followed by introductions. The chair will ask the members of the committee to introduce themselves more fully by sharing a little about their family, work, and involvement in the church. After the committee members have introduced themselves, the chairperson could invite the candidate to introduce himself and talk about his Christian pilgrimage. It would be appropriate to invite the spouse to share about her Christian journey.

From that point, the committee members will introduce their questions. It is very important that the committee members understand the answers to each question. It is perfectly acceptable to ask the candidate or his spouse to amplify on an answer that may be incomplete. The chairperson needs to be sensitive to the time and allow ample time for the candidate and his spouse to ask the questions they have brought to the meeting.

As soon as possible after the meeting, the committee members should get together to debrief. Each member of the committee should be prepared to share his/her impressions. It is important to hear from each member. The chairperson has the responsibility of encouraging and engaging each member to express his/her feelings. What did you like; what did you not like? Were there any red flags? Did the meeting raise other questions that need to be addressed? Does the committee feel good enough about the meeting to proceed to the next step? All concerns should be resolved before moving to the next step.

If there is no consensus to proceed, the chairperson should contact the candidate, thank him for the meeting, and inform him that the committee feels God is leading in a different direction. Thank him for the privilege of considering him and assure him of your continuing prayers for his ministry.

Also, at this point the candidate may decide that he no longer wants to be considered. The search committee should thank him for the privilege of considering him and assure him of your continuing prayers for his ministry. At this point the committee will go back to the second choice and renew the process. If, however, the committee feels positive about the meeting, they are ready to move ahead with this candidate.

### **Hear the Candidate Preach**

If both the search committee and the candidate agree to move forward, the next step is for the committee to hear the candidate preach. The chairperson will contact the candidate, apprise him of the feelings of the committee and schedule the best time for the search committee to visit his church. ***Do not make a surprise visit. Do keep the appointment or notify the pastor of the need to reschedule.*** You have already established contact with the candidate and you have conducted interviews that were based on trust. It is important to maintain that level of trust by being above the table throughout the process.

If the candidate believes the visit would be too disruptive, ask if he would preach in another church in the area at a time convenient for both the search committee and the candidate. Please respect his current ministry and seek to be as discreet as possible.

There is real value in hearing the candidate in the context of his own church's worship service. It can be awkward visiting another congregation to hear their pastor preach. However, there is really no better way to evaluate the candidate's ability. In the context of the candidate's church, the committee will benefit from a total experience of "seeing," "hearing," and "feeling" the spirit and flow of the worship. The committee will get to hear the candidate welcome the congregation and guests. They will hear him pray. They will see his style and feel the warmth of his personality or his lack thereof. Again, geography may make this kind of trip difficult. The committee will once again need to adjust the process so that it fits the situation. However, there is simply no substitute for the experience of being in his church.

As soon as possible after hearing the candidate, the committee members should get together to debrief. Each member of the committee should be prepared to share his/her impressions. It is important to hear from each member. The chairperson has the responsibility of encouraging and engaging each member to express her/his feelings. What did you like; what did you not like? Were there any red flags? Does the committee feel positive enough about the candidate's performance in the pulpit to proceed to the next step? All concerns should be resolved before moving to the next step. If that cannot be done, the chairperson should contact the candidate, thank him for the privilege of being in his worship service, but inform him that the committee feels God is leading in a different direction. In that case, the committee will go back to the second choice and renew the process. If, however, the committee feels positive about their experience, they are ready to move ahead with this candidate.

### **The Third Meeting**

This interview takes place in the search committee's church community. This provides the candidate and his spouse the opportunity to see the church and community. If the church has staff, arrange for them to meet and talk with the candidate confidentially during this interview session. The home of one of the committee members could serve as the meeting site to insure privacy rather than the church building.

This visit should include extended discussion time between the search committee and the candidate and his spouse. Additional questions from the committee and from the candidate are to be addressed. In this session the committee will present the required documents to facilitate background checks for both the candidate and his spouse (Appendixes 9, 16, 17, 18). Assure the candidate that all the confidential information will be securely protected for review by church officers only in the unlikely event that litigation should ever result from the employment of the pastor by the church. ***To protect the integrity of all concerned, background checks are not optional.***

Prior to this meeting, the search committee should work with the appropriate church committee regarding the compensation package and moving expenses. Discussions at this session between the committee and the candidate must include compensation, moving expenses, housing, vacation time, and revival, conference and convention allowances. ***Information about ministerial compensation can be obtained from the Church Financial Benefits Department on the Kentucky Baptist Convention website.***

This visit also is a time for each party to identify and explore expectations. The search committee and the candidate together should review and revise the Pastor-Church Covenant of Relationship (Appendix 19). This document should be shared with the congregation at the proper time and entered in the church minutes when the candidate is called as pastor.

A healthy search committee-pastor candidate dialogue process will have identified and explored at least ten significant issues:

1. History of the church; including previous pastors.
2. Culture of the church and community; including how decisions are made.
3. Expectations of both the church and the candidate.
4. Theology of the church and candidate.
5. Church policy; including church grievance procedure and negotiation.
6. Church issues for the future.
7. Church priorities for missions and ministry.
8. Church staff relations and responsibilities; including hiring and termination.
9. Church communication and conflict management process.
10. Church staff support; including finances, vacation, continuing education.

### **Extending the Call**

When the candidate and the search committee are in agreement that it is God's will for him to be recommended to the church, it is time for the final step.

### **Preparing the Congregation For the Visit**

How the candidate is presented to the congregation is crucial. If the committee members are not excited about their recommendation of this candidate, it is highly unlikely that the congregation will be. On the other hand, if the committee demonstrates excitement in presenting the candidate, the congregation will catch it!

The committee can help pave the way for the candidate's visit to the church field and a positive reception by providing good information to the congregation. Develop an attractive and informative biographical form that can be used in introducing the candidate and family to the congregation. A recent picture of the pastor and his family, along with important information about his ministerial preparation and experience, will help answer a lot of initial questions among the congregation. This form could be included in the newsletter or passed out on a Sunday morning through the Sunday School. It should not be used too early because there is the potential that the news could get back to his current congregation. A good approach might be to use this particular piece the week before the candidate is scheduled to make his visit.

Some committees have utilized a "town hall" type meeting to share information (excluding details of name and current ministry) about the candidate with the congregation. This type of meeting allows the committee to present answers to questions that might be anticipated and to deal with unanticipated questions. The committee should remind the congregation of important matters such as salary and benefits, vacation, time off for revivals, continuing education, etc. previously approved by the congregation. It is

simply a courtesy to make sure everybody is on the same page. This meeting provides a context for sharing with the congregation the covenant that articulates the mutual commitments being made by both the candidate and the congregation. The congregation can use this meeting to affirm the covenant and to make sure that all questions have been adequately addressed. In addition to the “town hall” meeting, the committee should utilize other means for informing the congregation of the candidate’s visit, e.g., bulletin, newsletter, pulpit announcements; being careful to disclose the name of the candidate only at the appropriate time. The week before the candidate’s visit the committee should send a letter to the homes of all resident members. This letter should include the biographical form and picture and details on how the recommendation, vote and announcement of results will be handled.

### **The Church Visit**

The search committee chairperson will work with the candidate to determine a mutually acceptable time for the church visit. Over a period of at least three days (Friday through Sunday), the search committee should schedule opportunities for the candidate to dialogue with strategic church groups (e.g., deacons, Sunday School teachers, children’s ministry leaders, choir, staff, church council, youth, etc.). An informal churchwide fellowship provides the opportunity for the candidate and his family to meet and visit with the church family. This should be a casual event. The candidate could briefly share his testimony and a time for a question and answer period designated. In scheduling the visit, allow sufficient time for the candidate and his family to tour the community. Notify the congregation of the entire schedule and encourage people to make this a personal calendar priority.

Plan the Sunday morning worship in consultation with the candidate. Provide him a copy of the order of worship, identify who will lead the prayers and make the introduction, and confirm how the invitation is normally handled when there is a guest preacher.

### **Issuing the Call**

Churches vary as to when the vote to extend the call is to be taken. The vote should be taken at a time when as many people as possible will be involved in the decision. Some churches vote immediately following either the morning or evening service. Others wait until the following Wednesday or the next Sunday before voting. The vote should be by secret ballot and specify that a certain percentage must be met to constitute a call. Often the church constitution gives direction on the percentage for a call. It is in the best interest of both the church and candidate to call a pastor with at least 85-90% vote. With a lesser percentage, the candidate will have too much opposition to overcome early in his ministry to have an effective ministry in the church.

After the vote, the chairperson should immediately contact the candidate. Share if called or not and the number of votes. If it is a positive vote, then the chairperson should ask for a verbal acceptance. The candidate may request a few days for prayer before accepting the call. Once the candidate has accepted the call, inform the church at the next worship service. Call the congregation to prayer, thanking God for the new pastor. Encourage the congregation to pray daily for the church and the new pastor in this

transition time. An official call letter should be sent by the church clerk and signed by the search committee chairperson to the new pastor confirming the decision.

## **Welcome and Orientation**

The arrival of a new pastor generates excitement throughout the congregation. There are several actions the church can implement to help the new pastor and his family in this transition.

### **Help the Family Feel Welcome**

The church is responsible to assist the new pastor in the moving process, in accordance with the guidelines of the church. The date of the move and the beginning of his leadership role must be mutually agreed on by both the church and the pastor. There are multiple ways for making this a time of celebration.

- Ask members of the congregation to write letters of welcome to the new pastor and his family.
- Ask the children of the church to draw pictures of welcome.
- Provide meals for the pastor's family during the actual move.
- Provide childcare for the pastor's family during the move.
- Schedule special prayer times for the pastor's family in all the church gatherings during the first month of the transition.

### **Pastor Installation Service**

Plan an installation service for the new pastor. Some congregations do this on his first Sunday morning or Sunday evening. Others choose to have the service on a Sunday afternoon to accommodate community guests. Appendix 20 provides a guide for the installation service. Following the installation service, the church can host a reception for the pastor and his family.

### **Pastor Orientation**

The search committee should coordinate the pastor's orientation to both the church and the community. Each church has its own way of doing business. This needs to be discussed with the pastor in preparation for the first business meeting. If there are items pending from a previous business meeting, bring him up to speed on these before the session. Be sure he knows the church procedure for business reimbursements, days off, vacation and sick leave. Provide him with a list of key contact people in case of emergencies or special needs. Discuss with the pastor the traditions and practices of the church regarding Lord's Supper and Baptism.

Orientation to the community should include the pastor and his family. A key church leader such as the search committee chairperson or deacon chair should introduce the pastor to community leaders, the Director of Missions, and other community ministers. A church leader should offer to accompany the pastor's family when they enroll the children in school and help them learn their way around the community. Some female members of the Pastor Search Committee should take the pastor's wife on a community



tour and identify service providers. Church leaders should provide all appropriate help to the pastor's wife if she is seeking employment.

Because the search committee members will have the strongest initial relationship with the pastor and his family, they should serve as transition guides. They can help address any concerns or questions by either the congregation or the pastor and his family in the transition process.

### **Pastor Relations Committee**

The congregation can consider the value of a Pastor's Relations Committee. This committee serves as a liaison support group between the pastor and the congregation.

Responsibilities:

- Give relational support to the pastor and his family in their ministry.
- Serve as a sounding board for personnel and church concerns of the pastor.
- Bring concerns of the church to the pastor.
- Serve as a resource to the pastor in prayer, understanding and ministry.

Values:

- Provides the pastor and his family a support group to whom he can turn for counsel, advice, clarification and understanding.
- Provides both the pastor and congregation a sounding board for relational concerns.
- Demonstrates the importance the congregation puts on maintaining/enhancing healthy relationships.

## Appendix 1

### Covenant for Ministry Between Transitional Pastor \_\_\_\_\_ and \_\_\_\_\_ Baptist Church

#### I. TRANSITIONAL MINISTRY OBJECTIVES

- Move through grief and frustration.
- Resolve unfinished business that may be crippling the church.
- Listen to hurts and ideas.
- Reinforce the ministry of volunteer leadership.
- Raise the trust level.
- Renew appreciation for fellowship and reconciliation.
- Promote fresh understanding of the church's mission.
- Deal with special needs of the church.
- Prepare congregation for a positive experience with next pastor.

#### II. RESPONSIBILITIES OF THE TRANSITIONAL PASTOR

- Be directly accountable to the Church through the Deacon body or its designate group.
- Under no circumstances be a candidate to become the next pastor.
- Consult with the Pastor Search Committee in the process of organizing/training the committee for its work, but without interference.
- Serve until the church has called a new pastor or until the congregation releases him of his service.
- Provide regular pastoral and administrative leadership as agreed upon.
- Maintain regular office hours and work schedule as agreed upon by Transitional Pastor and congregation.

#### III. RESPONSIBILITIES OF THE CONGREGATION

- Pray for and support the church throughout the interim process.
- Pray for and support the Transitional Pastor.
- Work together to resolve any unfinished business and to establish healthy goals for ministries and missions.

#### IV. SALARY AND BENEFITS

The congregation agrees to provide the following salary and benefits:

- Salary
- Housing
- Benefits
- Medical Insurance
- Disability Insurance
- Life Insurance
- Retirement

- Reimbursable Expenses
- Vacation and/or Leave Time

V. TERMINATION OF THE COVENANT-AGREEMENT

Either the Transitional Pastor or the Church may terminate this Covenant-Agreement with thirty (30) days written notice. The Covenant-Agreement is based on mutual trust and may be altered by mutual consent and agreement of both parties.

This Covenant-Agreement becomes effective \_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Deacon Chairperson)

\_\_\_\_\_  
(Transitional Pastor)

## Appendix 2

### Search Committee Commissioning Service

#### PRELUDE

**OPENING HYMN** “The Church’s One Foundation” (Baptist Hymnal, 1991, p. 350)

#### WELCOME

**EXPLANATION OF SERVICE** Transitional Pastor or Chairman of Deacons

#### RESPONSIVE READING

**Church Spokesperson:** *God has saved us and called us with a holy calling according to His own purpose and grace, which was given to us in Christ Jesus before time began.*

(II Timothy 1:9)

**Pastor Search Committee:** *And all things are of God, who has reconciled us to himself through Jesus Christ, and has given to us the ministry of reconciliation.*

(II Corinthians 5:18)

**Congregation:** *For God so loved the world that He gave His one and only Son so that whosoever believes in Him should not perish but have everlasting life.* (John 3:16)

**Church Spokesperson:** *Jesus said, “I will build My church and the gates of Hades shall not prevail against it.”* (Matthew 16:18b)

**Pastor Search Committee:** *For we are “members of the household of God, having been built on the foundation of the apostles and prophets, Jesus Christ, Himself being the chief cornerstone.”* (Ephesians 2:19b-20)

**Congregation:** *And may the God of our Lord Jesus Christ, the Father of glory, may give to you the spirit of wisdom and revelation in the knowledge of Him.* (Ephesians 1:17)

**Church Spokesperson:** *“In the church at Antioch there were prophets and teachers; as Barnabas, and Simeon that was called Niger, Lucius of Cyrene, and Manaen, who had been brought up with Herod the tetrarch, and Saul. While they were worshipping the Lord and fasting, the Holy Spirit said, ‘Set apart for me Barnabas and Saul for the work to which I have called them.’ So after they had fasted and prayed, they laid their hands on them and sent them away.”* (Acts 13:1-4)

*The Church at Antioch, led by the Spirit of God, understood the importance of taking the gospel to the Gentiles. In response to God’s leadership, the congregation selected Paul and Barnabas and commissioned them to go out from the church to serve God’s purpose. Paul and Barnabas had a special assignment and the church blessed both of them and*

*the assignment by sending them out as their representatives. Our search committee has been given a special assignment. Our congregation, led by the Spirit of God, has selected them for the purpose of seeking God's will in the calling of our next pastor.*

**Congregation:** *This service is our endorsement and commissioning of the members of this committee. We send them out with our blessings, and we covenant to pray for them and with them as they seek God's leader for our church.*

**Pastor Search Committee:** *We accept our assignment, under God, and understand that we are representatives both of Christ and this church.*

**Congregation:** *We thank God for these who will represent us on our Pastor Search Committee.*

**Pastor Search Committee:** *We confess our feelings of inadequacy to meet the challenge before us. Church family, please pray for us, that we may be led by the Holy Spirit as we seek to fulfill the task of finding God's man to be our next pastor.*

**HYMN** "Lord, Be Glorified"

*In my life, Lord, be glorified, be glorified, In my life, Lord, be glorified today.*

*In my work, Lord, be glorified, be glorified, In my work, Lord, be glorified today.*

*In Your Church, Lord, be glorified, be glorified, In Your Church, Lord, be glorified today.*

## **THE SACRAMENT OF ENCOURAGEMENT**

**Church Spokesperson:** *God tells us that it is our responsibility to be faithful in our service to Him and His Church. Being a faithful member of our Pastor Search Committee involves:*

- ❖ Daily communication with God
- ❖ Dedication to the task that God has called you to
- ❖ Dependence upon the leadership of the Holy Spirit
- ❖ Diligence in your work
- ❖ Determination to find God's man to shepherd our flock

**Church Spokesperson:** *God is the basis for your spiritual strength. Will you communicate with Him daily through Bible reading and prayer?*

**Pastor Search Committee:** *We will, with God's help.*

**Church Spokesperson:** *During the fulfillment of your assignment, will you have respect for one another; lay personal agendas aside, disagree in love, and support one another as brothers and sisters in Christ?*

**Pastor Search Committee:** *We will, with God's help.*

**Church Spokesperson:** *Will you try to give expression to the spirit of Christ in all your relations with others; will you permit His influence to be felt in your work; and will you search for His will and let it be done throughout this process?*

**Pastor Search Committee:** *We will, with God's help.*

**Church Spokesperson:**

*This is God's command to those of us who stay behind and serve. We must be faithful in undergirding these with our interest and prayer support, asking continually that God will provide witnessing opportunities for them.* (Colossians 4:2-4)

**(To the Congregation):** *If you join me in this commitment of support will you stand:*

**Church Spokesperson and Congregation: (To the Pastor Search Committee):**

*We the members of the congregation pledge to you our continuing interest and prayer support. When we pray, we will ask God to lead and bless you. We will ask Him to give you guidance, wisdom, and patience to be effective. We will also ask Him to bless those men of God with whom you make contact.*

**Church Spokesperson:** Prayer for the Committee

**CLOSING HYMN** "We Are God's People" (Baptist Hymnal, 1991, p. 383)

**CLOSING PRAYER**

**POSTLUDE**

## Appendix 3

### Church Members Questionnaire

1. About what age person would you like for our next pastor to be, assuming that other characteristics are favorable? (Check one)
  - Age should not be a major factor
  - Under 30
  - 30-39
  - 40-49
  - 50-up
  
2. What preference, if any, do you have regarding formal education beyond college? (Check one)
  - Formal education should not be a factor
  - At least college training
  - At least seminary training
  - Doctoral program in theology or ministry
  - Other (describe) \_\_\_\_\_
  
3. Prayerfully consider the gifts of a pastor. On a scale of 1 (weak) to 10 (strong), rate the gifts by circling the dot, which you believe God wants for our church. (Definitions of Gifts are listed on pages 29 and 30.)

#### Profile of Gifts

1	2	3	4	5	6	7	8	9	10	Gifts
.	.	.	.	.	.	.	.	.	.	Administration
.	.	.	.	.	.	.	.	.	.	Leadership
.	.	.	.	.	.	.	.	.	.	Community Leadership
.	.	.	.	.	.	.	.	.	.	Counseling
.	.	.	.	.	.	.	.	.	.	Crisis Ministries
.	.	.	.	.	.	.	.	.	.	Denominational Leader
.	.	.	.	.	.	.	.	.	.	Evangelism & Missions
.	.	.	.	.	.	.	.	.	.	Inter-Church Cooperation
.	.	.	.	.	.	.	.	.	.	Pastoral Care
.	.	.	.	.	.	.	.	.	.	Prayer & Bible Study
.	.	.	.	.	.	.	.	.	.	Preaching
.	.	.	.	.	.	.	.	.	.	Social Ministry
.	.	.	.	.	.	.	.	.	.	Stewardship Leader
.	.	.	.	.	.	.	.	.	.	Teaching-Bible/Theology
.	.	.	.	.	.	.	.	.	.	Worship Leader
.	.	.	.	.	.	.	.	.	.	Officiate





## **DEFINITIONS FOR CHURCH MEMBERS QUESTIONNAIRE**

### **Administration**

Managing the affairs of the congregational organization through planning, decision making, delegating, evaluating, and leader of conflict and stress management.

### **Leadership**

Skills necessary to cast a vision and lead a congregation to accomplish that vision.

### **Community Leadership**

Leading through personal involvement, helping to organize community groups to meet stated needs such as drug problems, and social recreational needs.

### **Counseling**

Clinical and career counseling, assisting persons facing problems or decisions.

### **Crisis Ministry**

Ministering in the midst of crisis, e.g., death, sickness, or other traumatic events of individual lives.

### **Denominational Leadership**

Serving (or have served) in a position of leadership within the local associational or state denominational ministries.

### **Evangelism and Missions**

Sharing the Christian faith, enabling lay persons to witness and doing missions in the whole work.

### **Inter-Church Cooperation**

Sponsoring programs interdenominational or jointly with other churches.

### **Pastoral Care**

Ministering, befriending, nurturing, supporting, reconciling, affirming of church members in their homes and communities.

### **Prayer and Bible Study**

Strengthening the church through private and public devotion, prayer and Bible study.

### **Preaching**

Making the gospel relevant to people's lives through clarity in preaching.

### **Social Ministry**

Enabling persons within the congregation to become aware of and participate in issues of social concern.

## **DEFINITIONS FOR CHURCH MEMBERS QUESTIONNAIRE**

### **Stewardship Leader**

Leading lay persons in the development and use of individual and congregational resources.

### **Teaching (Bible/Theology)**

Communicating a comprehensive understanding of the Bible and Christian theology.

### **Worship Leader**

Planning and conducting worship services as a central event of the congregation in the gathered community.

### **Officiate**

Weddings, baptisms, funerals, etc.

## Appendix 4

### Sample Church Survey

(A copy of the Sample Church Survey should be given to every member of the church and returned to the Pastor Search Committee.)

Your Pastor Search Committee would like for you to give this matter your prayerful and thoughtful attention. You are the Church. We want your suggestions and recommendations in regards to the selection of a pastor. This will help in the work you have asked us to do.

1. How much pastoral experience should our new pastor have?  
 Under 5 years       10 – 20 years       Does not matter  
 5 – 10 years       Over 20 years
  
2. While age should not be the primary factor, approximately what age pastor do you feel our church should have at this time?  
 20 – 30       40 - 50       55 - 60  
 30 – 40       50 – 55       Does not matter
  
3. What educational qualifications should our new pastor have?  
 High School       Seminary Degree  
 College Degree       Post Graduate Work  
 Some Seminary Training       Other
  
4. A pastor has many important responsibilities. While he should be interested in each of the following, which do you feel should receive most of his time? (Check five)  
 Sermon Preparation       Attending Committee Meetings  
 Visiting Prospective Members       Counseling and Advising  
 Administration and Office Work       Personal Soul Winning  
 Personal Bible Study and Prayer       Civic Affairs  
 Attending Denominational Meetings       Promoting Church Programs  
 Caring for Needs of His Family       Visiting Church Members
  
5. On which of these should he spend the least amount of time? \_\_\_\_\_
  
6. What do you feel is the most important quality a pastor should possess? \_\_\_\_\_
  
7. Feel free to express your feelings about other characteristics you would like to have in a pastor. (Use back of page if additional space is required.) \_\_\_\_\_  
\_\_\_\_\_
  
8. I would like to present the following person(s) for the committee's prayerful consideration. (Please provide a resume with each name submitted.) \_\_\_\_\_  
\_\_\_\_\_

## Appendix 5

### Sample: Senior Pastor Job Description

#### Principle Function

The pastor is responsible to the church to proclaim the gospel of Jesus Christ, to teach the biblical revelation, to engage in pastoral care ministries, to provide administrative leadership in all areas of church life, and to act as the chief administrator of the paid staff.

#### Responsibilities:

1. Plan and conduct the worship services; prepare and deliver sermons; lead in observance of ordinances.
2. Lead the church in an effective program of witnessing and in a caring ministry for persons in the church and community.
3. Visit members and prospects.
4. Conduct counseling sessions; perform wedding ceremonies; conduct funerals.
5. Serve as chairman of the Church Council to lead in planning, organizing, directing, coordinating, and evaluating the total church program.
6. Work with deacons, church officers, and committees as they perform their assigned responsibilities; train and lead the deacons in their ministry.
7. Act as moderator of church business meetings.
8. Cooperate with association, state, and denominational leaders in matters of mutual interest and concern; keep the church informed of denominational development; represent the church in civic matters.
9. Serve as chief administrator of the paid church staff; supervise the work of the staff.

## Appendix 6

### Compensation Worksheet for Personnel Costs Annual Budget Figures

**1. Church Ministry Related Expenses**

- a. Automobile Reimbursement
- b. Convention Reimbursement
- c. Book/Tapes/Periodicals Reimbursement
- d. Continuing Education Reimbursement
- e. Hospitality Reimbursement

**Total Expenses**

**2. Protective Coverage**

- a. Insurance
  - 1) Term Life
  - 2) Comprehensive Medical
  - 3) Disability
- b. Retirement
- c. Social Security Allowance

**Total Benefits**

**3. Personal Income**

- a. Cash Salary
- b. Housing Allowance
- c. Utilities Allowance

**Total Personal Income**

**TOTAL PERSONNEL COST** \_\_\_\_\_

\* \* \* \* \*

**Assistance in reviewing and/or developing a minister's compensation package is available through the Church Financial Benefits Department, Kentucky Baptist Convention (866-489-3384).**

**Comparative compensation package information can also be obtained from the published Compensation Study. This study is available free, on line through the Kentucky Baptist Convention website ([www.kybaptist.org/compstudy](http://www.kybaptist.org/compstudy)). This study includes information from both Southern Baptist churches in Kentucky and from Southern Baptist churches across the nation.**

## Appendix 7

### Worksheet for Financial Support

#### 1. Church Ministry Related Expenses

##### a. Automobile Reimbursement

The Internal Revenue Service sets a standard mileage rate for business miles each year (40.5 cents/mile in 2005). Check with local businessmen or call your city officials. This item should reflect the total number of miles necessary to visit in members' homes, in the homes and offices of prospective members, in the regular ministry of visitation to hospitals, business concerns, and other such ministry travel as pastor of our church.

##### b. Convention Reimbursement

This provision allows our congregation to be represented by our pastor in attendance to the State Convention and the Southern Baptist Convention annually. This includes the cost of travel, lodging, meals, and any materials or event fees.

##### c. Books/Tapes Reimbursement

Our pastor is encouraged to stay at pace with developments in social, community, and convention ministries as well as personal preparation for proclamation of the gospel. This allows for periodic updates to such material.

##### d. Continuing Education Reimbursement

As with all professional fields, continuing education opportunities such as seminars, workshops, skills enhancement, and briefings are necessary to stay at pace with developments.

##### e. Hospitality Reimbursement

It is a regular occurrence for pastors, as representatives of the congregation, to be required to attend meals or banquets on behalf of the church or to be provided a meal while discussing matters of church business. This allows a partial reimbursement.

#### 2. Protection Coverage

##### a. Insurance (Life, Medical, Disability)

The church provides the standard health care, comprehensive medical, term and disability protection for our pastor and comprehensive medical for his family. We view this as a protection to the integrity and reputation of care of the church body to one of its primary ministering families.

The true compensation to a minister is his salary cash pay, housing allowance, utilities allowance, and social security equivalent. These terms constitute true personal or family income. Retirement provisions are assessed from these items at 10% or higher, based upon the age and margin of years prior to retirement (10% of Salary, Housing & Utilities, and S.S. Equivalent).

**b. Social Security Equivalent**

Ordained ministers are treated as self-employed and not employees for social security purposes. Non-ordained employee wages are subject to a matching payment of social security tax. The employee's 7.65% and employer's 7.65% of FICA taxes are each comprised of two components: 6.2% is social security tax; 1.45% is for Medicare hospital insurance. (Verify the accuracy of percentages with government publications.) The church provides one-half this cost so as to provide equal treatment by the employer to the ordained and the non-ordained. This is reported as income and subject to income tax as with all such employees (7.65% of Salary, Housing & Utilities, and S.S. Equivalent).

**3. Personal Income**

**a. Cash Salary**

Education, experience, responsibilities and expertise should be considered when determining basic compensation.

**b. Housing Allowance**

Section 107 of the Internal Revenue Code offers housing allowance to ministers. This allowance cannot exceed the fair rental value of the furnished house in which the minister resides.

(SECTION 107 APPLIES TO THE COSTS OF UTILITIES AND FURNISHINGS. THIS LINE ITEM COULD CONTAIN ALL SUCH COSTS, OR A SEPARATE LINE ITEM COULD BE USED FOR EACH, (I.E., UTILITIES, FURNISHINGS, LAWN CARE, ETC.)

**c. Utilities Allowance**

Section 107 of the Internal Revenue Code offers utilities allowance to ministers. Allowance cannot exceed actual cost.

## Appendix 8

### Initial Interview Questions

It is important to ask “open ended” questions, as opposed to “yes” and “no” questions. The following list is not exhaustive, but is intended to highlight important areas that are worthy of exploration by the Pastor Search Committee.

#### **Christian Sojourn:**

1. Ask the candidate to share his conversion experience. Tell about the last time he shared his faith.
2. Ask the candidate to talk about his call to ministry.
3. Ask the candidate where his calling has led him to this point.
4. Ask the candidate why he would be open to a move at this time.
5. Ask the candidate to share about his personal devotional time and Bible reading.

#### **Family:**

1. Invite the candidate to talk about where he grew up.
  - a. Parents.
  - b. Schools/Involvement.
  - c. Church Experience (may have been covered above).
2. Invite candidate to talk about his commitment to his family.
3. Invite candidate to talk about how he plans to spend time with his family (if not covered in his previous response).

#### **Preparation for Ministry:**

1. Ask candidate to briefly describe his formal training for ministry (this will likely be reflected on his resume); however, it is important for the committee to verify the educational credentials of the candidate.
2. Follow-up with questions that may be **Preparation for Ministry**, e.g., questions raised by his resume or oral presentation.
  - a. What is his commitment to continuing education, e.g., certificates, diplomas, specialized training opportunities, etc.?
  - b. Which three books (other than the Bible) have shaped his ministry?
  - c. What books has he read recently?
  - d. Does he provide personal counseling? If so, on what level, and what training does he have in this area?

#### **Ministerial Experience:**

1. Ask the candidate to talk about where he has served and his most significant accomplishments.
2. Ask candidate to describe his leadership style.
3. Ask candidate how he would characterize his ministry at his current church.
4. Ask candidate if he has ever left a church under unfavorable circumstance. If so, why?



5. Ask what role committees have played in his churches and how he has related to them.
6. Ask candidate to describe his relationship with deacons in his previous churches.
7. Ask how he has been involved with the associations where he has served, the state convention and the national convention.

**Theological Orientation:**

1. Ask the candidate what he believes about the Bible.
2. Ask about his beliefs regarding salvation, election and predestination.
3. Ask about his beliefs regarding the Lord's Supper and Baptism.
4. Ask how he sees his role as pastor of the church.
5. Ask how he views the role and ministry of women in the church.
6. Ask what he believes about missions (Cooperative Program, International Missions, North American Missions, State Missions, etc.) and how he has led his churches to support missions.
7. Ask how he understands pastoral authority.
8. Ask about his beliefs regarding church polity and decision-making.
9. Ask how he understands the relationship between church and community.
10. Ask about his views of the Baptist Faith and Message 2000.

## Appendix 9

### Reference Authorization Form

I hereby authorize \_\_\_\_\_ Baptist Church of \_\_\_\_\_ to contact references on my resume and others who may know of my qualifications for ministry.

Further, I authorize any person, school, past employer(s) and organization(s) who might know my qualifications for ministry to provide \_\_\_\_\_ Baptist Church with relevant information and opinion that may be useful to \_\_\_\_\_ Baptist Church in making a decision about considering me as a candidate for a ministry position in \_\_\_\_\_ Baptist Church.

I hereby release such persons and organizations from any legal liability in providing such information and opinions.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Appendix 10

### Letter to Candidate's References

*(Send this to the references noted on the resume. Enclose a self-addressed, pre-stamped envelope for return on church letterhead.)*

Date

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

The Pastor Search Committee of \_\_\_\_\_ Baptist Church has been given your name as a reference for Rev. \_\_\_\_\_, who is a candidate for pastor of this church.

Our committee is particularly interested in your evaluation of this candidate and will be awaiting your earliest reply before proceeding with further consideration of this candidate. We would greatly appreciate your forthright and honest opinion of his current and past ministry, as you know it. Please rest assured we would handle your comments with the utmost care since we recognize the importance of so doing. Any narrative or additional information you might give us beyond the questions asked regarding his pastoral skills, giving both positive and negative factors, would be very insightful and useful to this church.

The committee would appreciate it if we could have this vital information within the next fifteen (15) days. Thank you for your help and please join our church in prayer that the church and the man will know God's will when He calls.

Yours in His service,

\_\_\_\_\_  
Chairperson, Pastor Search Committee

\_\_\_\_\_ Baptist Church

Enclosure

## Appendix 11

### Letter for Use in Checking References

Date \_\_\_\_\_

Name \_\_\_\_\_  
Address \_\_\_\_\_

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

The Pastor Search Committee of ( name of church ) in ( name of city ) is interested in Bro. \_\_\_\_\_. We have received his permission (copy enclosed) to contact references to check his personal and ministerial background. We would greatly appreciate it if you would take just a few minutes to respond to the following questions. **You can be assured that what you share will be guarded with the utmost confidentiality.** Please return this form in the stamped, self-addressed envelope. Thank you for your time and cooperation.

1. How do you know Bro. \_\_\_\_\_? \_\_\_\_\_
2. How long have you known him? \_\_\_\_\_
3. Following are several areas that our committee feels are very important. Would you please evaluate Bro. \_\_\_\_\_ by using the following categories:

**P = Poor    F = Fair    G = Good    E = Excellent    D = Don't Know**

- |                                     |       |
|-------------------------------------|-------|
| a. Family Man                       | _____ |
| b. Spiritual Maturity               | _____ |
| c. Work Ethic                       | _____ |
| b. Pastor                           | _____ |
| c. Loves People                     | _____ |
| d. Gets along well with most people | _____ |
| e. Preacher                         | _____ |
| f. Teacher                          | _____ |
| g. Administrator                    | _____ |
| h. Emotional Maturity               | _____ |
| i. Handles Conflict                 | _____ |
| j. Dependable                       | _____ |
| k. Handles money well               | _____ |
| l. Able to compromise               | _____ |
| m. Warm/friendly                    | _____ |
| n. Flexible                         | _____ |

4. What would you consider his greatest ministry assets? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Why do you think he is open to leaving his current church at this time? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. To your knowledge, has he ever been asked to leave a former church? If yes, for what reason? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

7. Are you aware of any skeletons in his closet, be it personal or professional? \_\_\_\_\_  
\_\_\_\_\_

8. Would you be able to give me the name and telephone number of one or two other people who know Bro. \_\_\_\_\_?

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Name: \_\_\_\_\_ Phone: \_\_\_\_\_

9. Can you recommend Bro. \_\_\_\_\_ without reservations?

10. Any additional information you can provide would be appreciated. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Appendix 12

### Personal Reference Information Form

Name of Church: \_\_\_\_\_

Address: \_\_\_\_\_

Reference for: \_\_\_\_\_

Completed by (Name/Title): \_\_\_\_\_

THE ABOVE NAMED INDIVIDUAL IS UNDER CONSIDERATION FOR THE POSITION OF \_\_\_\_\_. PLEASE ASSIST OUR SEARCH COMMITTEE BY ANSWERING THE FOLLOWING QUESTIONS AS FULLY AND AS OPENLY AS POSSIBLE. YOUR ANSWERS WILL BE HELD IN THE STRICTEST OF CONFIDENCE.

1. How long have you known the candidate and under what circumstances have you known him? \_\_\_\_\_
2. What can you tell us about his family? \_\_\_\_\_
3. How does the family contribute to his ministry? \_\_\_\_\_
4. Are there any problems relating to their children that would be distracting from his ministry? \_\_\_\_\_
5. In what capacity of the church have you worked with this pastor? Circle one or more:  
**Sunday School**    **Discipleship Training**    **Deacon**    **WMU**    **Choir**  
**Committee**    **Baptist Association**    **Convention**    **Member**    **Other** \_\_\_\_\_
6. How did this pastor relate to you and your group in the area of your involvement as mentioned above? \_\_\_\_\_
7. Do this prospect's sermons have substance? \_\_\_\_\_  
Are the sermons delivered in a manner, which holds the attention of the congregation? \_\_\_\_\_
8. What do you consider his strengths as a pastor? \_\_\_\_\_
9. What do you consider his weaknesses as a pastor? \_\_\_\_\_
10. Does the prospect's worship leadership help those attending services to experience worship in both the church services and their personal lives? \_\_\_\_\_
11. Does the prospect organize and challenge the staff and communicate well with committees and offices of the church? \_\_\_\_\_
12. Additional comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

13. Please give contact information of at least (1) other person who could provide an objective appraisal of this candidate:

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_ Email: \_\_\_\_\_

14. The following items, listed in alphabetical order, include many responsibilities of a pastor. All of the responsibilities are important. Would you please rank the candidate as to his strengths regarding responsibilities, roles, and attributes of a pastor. We ask you to rank him in what you believe to be his greatest strength by numbering 1 to 11, with "1" being the greatest strength and "11" being the weakest. Because the tasks of a pastor are multi-dimensional, an overview of each category (listed below the questionnaire) may be helpful in completing the questionnaire.

\_\_\_\_\_ **Administrator.** The pastor should possess good administrative skills; capable of leading the church staff, the deacons, and lay leaders to carry out effectively their respective ministries.

\_\_\_\_\_ **Community Relations Supporter.** The pastor should be aware of and concerned with community needs, activities and affairs and knowledgeable capable of addressing these concerns from a pastoral perspective; thus establishing respect in the community.

\_\_\_\_\_ **Counselor.** The pastor should be an effective counselor, setting aside a portion of his time for counseling, and making referrals when appropriate.

\_\_\_\_\_ **Denominational Relations.** The pastor should be knowledgeable of and concerned about the church's efforts to cooperate and maintain historic values with sister churches in missions, education, evangelism, and other denominational activities.

\_\_\_\_\_ **Evangelizer.** The pastor should be involved personally in evangelism, sharing the gospel with those inside and outside the church.

\_\_\_\_\_ **Leader.** The pastor should be a leader capable of inspiring, encouraging, and motivating church members to use their time and talents in doing the work of the church.

\_\_\_\_\_ **Missionary Vision.** The pastor should be excited about his calling to the ministry and to our church; should exhibit a vision for doing God's work here; and should enthusiastically share it with the church. The pastor should support home and foreign missions; be aware of local community needs and lead the church in ministering to those needs.

\_\_\_\_\_ **Prayer and Worship Leader.** The pastor should arouse all people to prayer. His worship leadership should help members and those attending services to experience worship in both the church services and their personal lives.

\_\_\_\_\_ **Proclaimer.** Each sermon should have substance and should be delivered in a manner, which holds the attention of the congregation. He must prepare well and then forth-tell God's Word from the pulpit.

\_\_\_\_\_ **Student.** The pastor should have an ongoing program of study (including, but more than personal Bible study and prayer) to develop new skills and knowledge and participation in activities, which renew his physical, emotional, and spiritual energy and zest for his ministry.

\_\_\_\_\_ **Visitor.** Within the limits of his time, the pastor should visit the church membership, including times of hospital care, grief, personal crisis and joy. The pastor should be friendly, approachable, and personable and should relate well to each age group in the church.

**An Administrator** is one who sees that people are organized and challenged to be involved in Ministry for Christ. The ministry is a heavenly pursuit but also an earthly task; he should organize the staff into a team, be a good communicator to all segments of the church body and good manager of time, all to the Glory of God. In I Corinthians 9, Paul writes of disciplining his body for the pursuit of excellence for Christ. He labored in the ministry because he believed the consequences were eternal. Like Paul, the godly minister should be a team-oriented leader, relying on others when necessary as Paul did with Silas, Barnabas, Luke, Mark and Timothy, working together and demonstrating love: "By this shall all men know that you are my disciples, if you love one another." (John 13: 35)

**A Community Supporter** works in the civic and denominational areas, reflecting Christian principles on important issues. According to Acts 5:28, the early church's pattern was one of involvement: "You have filled Jerusalem with your doctrine..." Further examples abound: Acts 13:44, 14:1, 16:5, and 17:3-4.

**A Counselor** is one who can effectively deal with and help troubled people. It may involve listening, comforting and guiding. As Romans 13:14 suggests, scriptural counseling involves focusing on Jesus, denying self, and emphasizing a view toward changing behavior.

**An Evangelizer** works to reach the lost for Christ. There is a need to be both faithful and focused. Paul admonishes Timothy to "keep your head in all situations, endure hardships, do the work of an evangelist, discharge all the duties of your ministry" (II Timothy 4:5). There are two ways to evangelize: 1) through our lives and 2) through our words. He is to be salt and light to a lost world by living an evangelistic lifestyle, and is to evangelize through speech, "be ready always to give an answer to every man that asks you a reason for the hope that is in you with meekness and fear" (I Peter 3:15).

**A Leader** guides others towards God's way, in the same way a shepherd guides his flock. This includes both knowledge of what is right and an intimate knowledge of



his sheep. I Peter 5:2 says, “Feed the flock of God, which is among you, taking the oversight of it...”

**A Missionary Vision** Proverbs 29:18 says, “Where there is no vision, the people perish...” A pastor should see the opportunity of enlarging God’s Kingdom and should lead the church to see that the field is white unto harvest, to enlist the unchurched, to minister in a loving and caring way to the senior citizens, singles, divorced, and the young people in an ever-changing, immoral world.

**A Prayer and Worship Leader** should arouse all people to prayer, and work with other staff members to insure an organized and meaningful service by inspiring the body of believers to: “...worship in the Spirit of God, who glory in Christ Jesus...” (Philippians 3:3) so that we may draw near to God, and He will draw near to us.

**A Proclaimer** must prepare well and then forth-tell God’s Word from the pulpit. II Timothy 4:2 states, “Preach the Word; be prepared in season and out of season; correct, rebuke and encourage with great patience and careful instruction.” Arouse within Christians and non-Christians alike the urgency to know and serve Jesus Christ with gladness day and night.

**A Student** is one who continues to learn, improving his skills as well as increasing his understanding of the Word. For example, I Timothy 4:6 challenges Timothy to denounce apostate teachings. This becomes possible by being a diligent, prayerful student of scripture.

**A Visitor** visits with the members of the church, including the hospitalized, shut-ins and the bereaved. James reminds us that “Pure religion and undefiled before God and the Father is this: to visit the fatherless and widows in their affliction...” (James 1:27). He should also show hospitality, good-natured, extending kindness to strangers and not just friends. (Hebrews 12:14; I Peter 4:9)

## Appendix 13

### Important Questions to Ask a Prospective Pastor

**Instructions:** Each member of the committee should have a copy of these questions. Carefully choose from the following list the questions that your committee feels are pertinent to your church. Check the questions that you would like to ask.

#### 1. Ministry Experience.

- a. What have you learned in the congregation you now serve that will make you a better pastor? Describe a ministry experience within the congregation you now serve that captures your greatest strengths.
- b. Describe a grievance you have had with any of the churches you have served. How was it resolved?
- c. Have you had a positive or negative experience with a church building program? Describe your weaknesses and your strengths.

#### 2. Education.

- a. What skills do you bring to this position that you believe will serve you and the church well? How did you obtain these skills?
- b. How do you apply these skills to your work?
- c. Do you have plans regarding future education? What role do you believe the church should play in your continuing education?

#### 3. Philosophy of Ministry.

- a. Describe the mission of your present congregation. In what ways has your ministry influenced this mission?
- b. Describe your personal vision for ministry. Is there any particular congregation presently reflecting this vision for ministry?
- c. What attracts you to this church? How long would you like to stay at this church?
- d. Describe your leadership style. To what extent are you self-directed in your ministry responsibilities? Give an example of how you have relied on someone else to give you direction.
- e. Churches desire a pastor who has personal integrity. What does this mean to you? How do you respond to criticism?

#### 4. Theological and Ethical.

- a. Describe a personal experience that has significantly shaped your own theology.
- b. To what degree, if any, do you differ with the historical doctrinal positions of this church?
- c. Describe several ethical principles that guide your work.
- d. Do you identify yourself with any particular religious political group? Do you consider yourself a Southern Baptist? Why or why not?

**5. Congregational Life.**

- a. What changes may be in store for our congregation if you become our pastor?
- b. What church structure do you view as best in helping a congregation to achieve its mission?
- c. What planning model do you use in guiding the mission of a church? (How do you set goals, prioritize plans, define and evaluate success?)
- d. Describe your operational strategy during the first six months with this congregation. (What would be your most important priorities?)
- e. How have you approached the issues of finance and stewardship with your present congregation? How do you conduct business meetings?

**6. Worship Leader.**

- a. Describe a typical worship service which you would plan to lead. Do you use an order of service? Describe the style of music you prefer and share its role in the service.
- b. What special services do you like to conduct throughout the year?
- c. How do you balance worship so it addresses the needs of different age groups?

**7. Preaching.**

- a. Describe your routine process of preparing sermons.
- b. How do you select sermon topics? Are there any topics you feel uncomfortable preaching about, such as finances or current moral issues?
- c. How much time do you devote each week to sermon preparation? How does that compare to time spent counseling or administration?
- d. How long do you typically preach?
- e. How do you feel about other ministers preaching at our church?

**8. Pastoral Care and Counseling.**

- a. What role does pastoral care and counseling have in your present position? Give an example of a typical week of pastoral care activities.
- b. What duties are more important than pastoral care? What duties are less important?
- c. Do you consider yourself a counselor? What type of counseling do you perform?
- d. More recently, sexual misconduct within the church has become a more visible issue. What safeguards have you initiated to protect yourself and the church from such misconduct?
- e. If a middle-aged man asked you to counsel him about divorce at his home, would you? What if it was a woman?
- f. How do you equip church members to provide care to other congregational members?
- g. How do you view your role in visiting members and church guests (visitors)?
- h. Do you have any restrictions on the performance of marriages? Describe your approach to premarital counseling.
- i. Do you feel a pastor should have an unlisted phone number? Why or why not?

**9. Christian Education.**

- a. Do you encourage participation in state and associational training?
- b. Describe your present model of education for the church.
- c. What successful approach have you found to adult education (preschool, children, youth)?
- d. What is your role in Christian education?
- e. What Bible study curriculum do you currently use for the different age groups within your church? How do you determine which to use?
- f. What educational programs, other than Sunday School, do you emphasize?

**10. Missions and Evangelism.**

- a. What role does evangelism play in your current church (worship, activities, etc.)? Do you view some activities or services being more focused on evangelism than others? Which ones?
- b. What types of outreach programs do you feel are important and relevant to this congregation? How do you view the responsibility of world missions in your current church?
- c. How do you now allocate financial resources to the local association, state and national mission endeavors?
- d. Some people believe a church can become too big. Others feel that every church should become as large as possible. What's your view?

**11. Administration.**

- a. Do you have a job description now? What parts of it do you feel confident about performing, and with what parts of it do you feel uncomfortable?
- b. What is the primary role of the deacon body? What responsibilities, priorities, or boundaries should the deacon body have in defining our church ministry?
- c. What accountability should exist between the deacon body and the pastoral staff members? How would you describe your working relationship with your present deacon body? Have you ever experienced conflict with a deacon body; how was it resolved?
- d. What training and orientation have you provided for deacon bodies in the past?

**12. Staff Relationships.**

- a. Describe how your management or leadership style affects your relationship with other church staff members?
- b. What accountability would be expected among staff members?
- c. How comfortable are you in providing direction to staff members?
- d. Who should be included in staff meetings?
- e. What type of conflicts have you experienced with other staff members, and how was it resolved?
- f. How do you feel about a church member being employed as the church secretary, janitor, etc.?
- g. Have you ever had to terminate a church staff member? If so, how did you handle it?

- h. How would you respond to other staff members who in your opinion are doing a poor job?

**13. Financial Issues.**

- a. What are your salary expectations?
- b. On what basis would you expect future raises?
- c. How many weeks of vacation do you presently receive?
- d. Do you have a retirement plan?
- e. What insurance plans do you have?

**14. Community Relations.**

- a. What responsibility do you feel the church has to respond to the social problems affecting our community?
- o. What organizations are you currently involved with outside the church?
- p. Have you worked with ecumenical activities within your community?

**15. Family Life.**

- a. Tell us about your family.
- b. How does your family feel about the possibility of this job change?
- c. What things would you like the church to do to provide support to your family?
- d. If you were to move here, what type of housing would you be looking for?
- e. If you were to die or become disabled, how would your family be provided for?

**16. Personal.**

- a. Why are you a pastor?
- b. What motivates you as a pastor?
- c. What spiritual disciplines guide your life?
- d. How do you cope with stress?
- e. Have you been previously married?
- f. When you face a personal problem, whom do you turn to for support and counsel?
- g. Have you had any health problems in the past few years? How is your current health?
- h. Do you take regular vacations?
- i. Have you ever been charged and/or convicted of a crime?
- j. Have you ever had financial difficulties? Will you give permission for a credit check?
- k. Do you have outstanding debts with which you are struggling?
- l. Do you have any severe problems with your children or teenagers?
- m. Do you have any outside business involvements? If so, how involved are you?

**17. Questions About Our Church.**

- a. How familiar are you with the history of our church? Do you have any questions about our past?
- b. How familiar are you with the current life of our church? Do you have any questions?
- c. What do you like about our church?

- d. What questions do you have about this position that have not been answered?
- e. Are there any concerns about which we have not asked, which might be of a sensitive nature for you or our church?

**Possible Areas of Exploration by the Candidate.**

- What kind of pastor does your church need?
- What action/conduct would your church not be willing to forgive the pastor?
- If it were in your power, what one thing would you change about your church?
- What are the two or three things about your church that are doors through which people enter?
- How does your church handle conflict?
- What role do deacons play in the church?
- What role do women play in the ministry of your church?
- What were the circumstances under which your last pastor left? How long did he serve the church?
- What issues/problems will your next pastor need to address?
- What are the strengths of your church?
- What are the weaknesses of your church?
- How would you describe your worship services?
- How are decisions made in your church?

## Appendix 14

### Interview Summary

**Date:** \_\_\_\_\_

**Name of Candidate:** \_\_\_\_\_

=====

**Assessment Rating Scale: 1 = lowest 10 = highest**

**Interview Impression of Candidate:**    **Excellent**  
    **Good**  
    **Possible**  
    **Poor**

<b>Category</b>	<b>Rating Scale (1 to 10)</b>
1. Ministry Experience	
2. Education	
3. Philosophy of Ministry	
4. Theological & Ethical	
5. Congregational Life	
6. Worship Leader	
7. Preaching	
8. Pastoral Care & Counseling	
9. Christian Education	
10. Missions & Evangelism	
11. Administration	
12. Staff Relationships	
13. Financial Issues	
14. Community Relations	
15. Family Life	
16. Personal	
17. Questions About Our Church	
<b>TOTAL</b>	

## Appendix 15

### Listening Guide for Evaluating Sermon Tapes

Following are areas to be considered in listening to a sermon on tape. The committee may wish to add other areas. These areas may not fit every sermon. This form is simply an aid to help create intentionality and purpose to the experience of listening to sermon tapes.

Please score the items by using: (1) Below Average; (2) Average; (3) Above Average; (4) Excellent

1. \_\_\_\_\_ Easy to Listen to
2. \_\_\_\_\_ Good Content
3. \_\_\_\_\_ Positive Attitude
4. \_\_\_\_\_ Inspiring
5. \_\_\_\_\_ Appropriate Humor
6. \_\_\_\_\_ Well Prepared
7. \_\_\_\_\_ Clear Message
8. \_\_\_\_\_ Points Well Made
9. \_\_\_\_\_ Good Transitions
10. \_\_\_\_\_ Radiates Warmth
11. \_\_\_\_\_ Good Grammar
12. \_\_\_\_\_ Good Diction
13. \_\_\_\_\_ Good Use of Scripture
14. \_\_\_\_\_ Good Illustrations
15. \_\_\_\_\_ Appropriate Length
16. \_\_\_\_\_ Good Invitation
17. \_\_\_\_\_ Good Application
18. \_\_\_\_\_ Motivational
19. \_\_\_\_\_ Good Doctrine
20. \_\_\_\_\_ Helpful
21. \_\_\_\_\_ Challenging

Other: \_\_\_\_\_

#### For on-site:

- Did you sense the presence of the Lord in the service?
- Would this style of preaching meet the needs of your church?
- Other: \_\_\_\_\_



## Appendix 16

### Request for Criminal Records Check and Authorization

I hereby request the \_\_\_\_\_ Police Department (or proper authority) to release any information which pertains to any record of conviction 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 (or proper authority) from any and all liability resulting from such disclosure.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Print Full Name: \_\_\_\_\_

Print all aliases: \_\_\_\_\_

Date of Birth: \_\_\_\_\_

Place of Birth: \_\_\_\_\_

Social Security Number: \_\_\_\_\_

#### SEND RECORD TO:

(Name) \_\_\_\_\_

(Address) \_\_\_\_\_

(City) \_\_\_\_\_ (State) \_\_\_\_\_ (Zip) \_\_\_\_\_

**This form is for illustrative purposes only. The Pastor Search Committee should proceed only with expressed, written advice of an independent and qualified attorney, following a full legal analysis of all the circumstances.**

**Appendix 17**

**Credit and Legal Information Release - Pastor**

I hereby authorize \_\_\_\_\_ Baptist Church, of \_\_\_\_\_(city/state),  
to check my credit and legal history with all appropriate sources. Such information may  
be obtained for the years of \_\_\_\_\_ to the present.

Pastor's Name (full name): \_\_\_\_\_

Pastor's Driver Permit Number: \_\_\_\_\_

Pastor's Social Security Number: \_\_\_\_\_

\_\_\_\_\_  
(Pastor's Printed Name)

\_\_\_\_\_  
(Pastor's Signature)

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

## Appendix 18

### Credit and Legal Information Release - Pastor's Wife

I hereby authorize \_\_\_\_\_ Baptist Church, of \_\_\_\_\_ (city/state),  
to check my credit and legal history with all appropriate sources. Such information may  
be obtained for the years of \_\_\_\_\_ to the present.

Name of Pastor's Wife (full name): \_\_\_\_\_

Other Names Wife has used, e.g.,  
maiden name \_\_\_\_\_

Wife's Driver Permit Number: \_\_\_\_\_

Wife's Social Security Number: \_\_\_\_\_

\_\_\_\_\_  
(Signature of Pastor's Wife)

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

## Appendix 19

### Sample Covenant Between \_\_\_\_\_ Baptist Church

And

Reverend \_\_\_\_\_

#### **The Pastor's Expectations of His Church**

1. Trust in him as a person of integrity dedicated to the work of the ministry and as a competent professional person who can manage the use of his time wisely.
2. Support for him as leader by faithful stewardship in coming, giving, and serving in the church along with recognition when his work is well done.
3. Consultation with him about church affairs before decisions are made so that the church can benefit from his training and experience and that the work of the church can be coordinated.
4. Concern for him and his family by annual review of the pastoral compensation package.
5. Authority for him to approve or disapprove the coming of other ministers and religious groups to the church and to supervise all paid employees of the church.

#### **The Church's Expectations of Its Pastor**

1. Competency in ministry through well-prepared sermons, regular visitation where there is a need, pastoral care in crisis situations, administrative and organizational leadership, and the improvement of pastoral skills through continued study.
2. Availability by having it announced when and where he can be contacted during the week and by letting it be known how he can be contacted while he is away from the church field.
3. Leadership in worship services, evangelistic outreach efforts, the development of a Christian education program, and the administrative work of the church in cooperation with the church's leaders.
4. Loyalty to Baptist beliefs as specified in the Baptist Faith and Message, attendance at denominational meetings, and support for the Southern Baptist Convention's Cooperative Program.

#### **The Pastor's Obligation to His Church**

1. To fulfill the duties of the office of pastor as a servant of the church.
2. To seek to meet the spiritual needs of his people through Biblical preaching and teaching and to refrain from proclaiming his own opinions as the word of God.
3. To meet the reasonable expectations of the congregation for him as its minister while at the same time living his own life as he believes God would have him to do.
4. To manage his money with integrity so as not to bring reproach upon the church.

5. To accept the church as an imperfect organization composed of imperfect people who must be loved and forgiven, to work with the elected leaders of the church, and to try to be the pastor of all the people in the church.
6. To acknowledge that constructive criticism from the congregation can be helpful and to be open enough to accept it and profit by it.
7. To recognize the need for help from outside the church, such as the association or state convention, when his role as pastor is endangered and to avoid actions that would harm the church.

### **The Church's Obligation to Its Pastor**

1. To respect the office of pastor and to support his ministry for as long as he holds that office to which the church has called him.
2. To guarantee the freedom of the pulpit so that the pastor can preach his convictions in his own manner and style as the Spirit of God leads him.
3. To allow the pastor to be himself instead of trying to fit him into some ministerial mold and to expect no more of his family than any other family in the church.
4. To provide for the pastor's support to the best of the church's ability and to review annually the pastor's compensation as evidence of the church's care and concern for his welfare.
5. To recognize that because the pastor is human he makes mistakes and needs forgiveness like everyone else, and that because of the limitation of time he cannot fulfill everyone's expectations.
6. To confer with the pastor about any accusation made against him instead of discussing it in secret, and to refrain from passing judgment upon him until he has had the opportunity to defend himself.
7. To counsel with the pastor when there is a disruptive conflict involving him and to give him adequate time to relocate if he needs to move.

### **Matters of Mutual Agreement**

1. This covenant shall be administered by the Personnel Committee. They will work with the pastor in keeping this covenant up to date, abiding by the guidelines adopted for the relationship; reviewing compensation and time arrangements; arranging for mutual evaluation sessions; handling criticisms of the pastor and hearing his complaints; helping with staff difficulties; and dealing with any problems that may arise. The effectiveness of the personnel committee's administration shall be reviewed at each annual meeting of the church.
2. When the pastor moves to the community in which the church is located, the church shall pay the moving expenses.
3. If there is a disruptive conflict in the church, the pastor and the deacons shall mutually agree to seek competent help from outside the church membership to meet with them and advise them about solving their problems.
4. If the pastor is dismissed or resigns under pressure for other than moral, ethical, or doctrinal reasons, he shall be paid three months salary as severance pay and shall not be expected to fill the pulpit or perform pastoral ministries during that time. Under ordinary circumstances the pastor shall give the church thirty (30) days notice to his resignation.

5. Allowances and expenses shall be for the current calendar year only. Requests for Convention expense reimbursement shall be limited to the budget allocation. The pastor shall be authorized to include his wife in determining his actual expenses to the Southern Baptist Convention and/or state conventions.
6. In the event of disability of the pastor, the church will continue full financial arrangements up to a maximum of six (6) months.

### **Annual Time Arrangements**

1. Vacation shall be dependent on years of full-time service after completion of college and/or seminary as follows:

- 0 – 4 years = 2 weeks vacation
- 5 – 14 years = 3 weeks vacation
- 15 or more years = 4 weeks vacation

A pastor called to or leaving the church shall receive vacation prorated on 1/12<sup>th</sup> for each month served during that calendar year. Vacation shall be scheduled thirty (30) days in advance with the deacons. Exceptions can be made for reasons satisfactory to the personnel committee.

2. Two days per week mutually agreed to by the personnel committee shall be considered days off.
3. The following holidays shall be observed:
  - New Year's Day
  - Memorial Day
  - July 4<sup>th</sup>
  - Labor Day
  - Thanksgiving Day & the Friday following Thanksgiving Day
  - Christmas Day
4. Unused vacation shall not be carried over to the following year.
5. Three additional weeks away from the church, not including vacation, will be granted for purposes of attending conventions, seminars or conducting revivals in other churches.
6. While the church acknowledges that the pastor's work cannot be rigidly regulated because of the nature of ministry, it is anticipated that consistency in office hours will be maintained. Crisis situations and emergencies, along with meetings and a heavy schedule may alter the pastor's schedule and sometimes necessitate arranging his work and leisure at his own convenience. Despite weekend work and evening obligations, the pastor must find some time to spend with his family and for his own personal needs.

### **Compensation Package**

The pastor shall begin his ministry with the following compensation. (It is anticipated that the pastor will receive at least an annual "cost of living" compensation increase, based upon the local inflation index):

<b>1. Church Ministry Related Expenses</b>	
a. Automobile Reimbursement	_____
b. Convention Reimbursement	_____
c. Books/Tapes/Periodicals Reimbursement	_____
d. Continuing Education Reimbursement	_____
e. Hospitality Reimbursement	_____
 <b>TOTAL EXPENSES</b>	 _____
 <b>2. Protective Coverage</b>	
a. Insurance	_____
1) Term Life	
2) Comprehensive Medical	
3) Disability	
b. Retirement	_____
c. Social Security Allowance	_____
 <b>TOTAL BENEFITS</b>	 _____
 <b>3. Personal Income</b>	
a. Cash Salary	_____
b. Housing Allowance	_____
c. Utilities Allowance	_____
 <b>TOTAL PERSONAL INCOME</b>	 _____
 <b>TOTAL PERSONNEL COST</b>	 _____

## Appendix 20

### A Covenant Service of Installation

#### *A Wonderful Beginning*

##### PRELUDE

##### CALL TO WORSHIP

“He shall feed his flock like a shepherd: he shall gather the lambs with his arm, and carry those that are with young.” (Isaiah 40:11)

##### INVOCATION

(A prayer that God will bless both the pastor and congregation and give them a long and meaningful ministry together.)

**HYMN** “God of Grace and God of Glory”

##### SCRIPTURE READING I Timothy 3:1-7

(Explain that some New Testament scholars believe “Elders” refers to “Pastor”)

##### GREETINGS AND WELCOME

Welcome to guests

Welcome to Pastor and His Family

Chairman of the Pastor Search Committee

Community Representative (Mayor, Fellow Clergyman, etc.)

Director of Missions

State Denominational Representative

**HYMN** “Serve The Lord With Gladness”

##### PRAYER OF GRATITUDE

##### SPECIAL MUSIC

##### CHARGE TO THE PASTOR

**Layman:** Do you covenant before this Congregation and God to strive so to live that you may honor Christ and His Church by your life; and do you covenant, in the presence of this congregation, to accept the pastoral responsibility of Servant-Leader in this church, and to the best of your knowledge and ability to discharge all duties of this office?

**Pastor:** I do.

##### CHARGE TO THE CHURCH

**Layman:** Do you, members of \_\_\_\_\_ Baptist Church, acknowledge that God has led Bro. \_\_\_\_\_ to serve as Pastor of our church, and do you covenant to encourage and pray for him, and to cooperate with him in fulfilling the Great Commission?



**Congregation:** We do.

**HYMN OF COMMITMENT** “Take My Life and Let It Be”

**BENEDICTION**

**POSTLUDE**

## Appendix 21

### Additional Search Committee Resources

1. Pastor Search Committee Workbook  
(pdf) free download  
Baptist General Convention of Texas  
[www.bgct.org](http://www.bgct.org)
2. A Step by Step Walk Through the Pastor/Staff Search  
(pdf) free download  
Illinois Baptist State Association  
[www.ibsa.org](http://www.ibsa.org)  
\*suggested screening/background resources identified
3. Pastor Search Manual  
(pdf) free download  
Baptist State Convention at North Carolina  
[www.bsnc.org](http://www.bsnc.org)
4. Pastor Search Committee  
(pdf) free download  
Sacramento Association of Southern Baptist Churches  
[www.sacbaptist.org](http://www.sacbaptist.org)
5. Pastor Search Committee Workbook  
(pdf) free download  
Twin Cities Metro Baptist Association  
[www.tcmba.org](http://www.tcmba.org)

**Background Screening Resources  
(Partial List of Resources Available)**

<u><b>Service Provider</b></u>	<u><b>Fee Schedule</b></u>
<p>1. <b>Axiom</b>            6111 Oak Tree Blvd.            Cleveland, OH 44131            Contact: Hollie Zelenka (216-615-7661)  <a href="http://www.axiom.com">www.axiom.com</a> (or) 800-853-3228</p>	<p>Basic Fee \$25.00 - \$45.00 for            Criminal Background Check*</p>
<p>2. <b>ADP Screening &amp; Selection Services</b>            301 Remington Street            Fort Collins, CO 80524  <a href="http://www.adpselect-info.com">www.adpselect-info.com</a>            800-367-5933 (or) 970-484-7722</p>	<p>Fee based upon service requested</p>
<p>3. <b>ChoicePoint and ScreenNow</b>  <a href="http://www.ScreenChurchStaff.com">www.ScreenChurchStaff.com</a></p>	<p>One-time set-up fee: \$50.00;            additional fees are based upon            package selected (packages and            prices available on line)</p>
<p>4. <b>InfoLink Screening Services Inc.</b>            9201 Oakdale Avenue            Chatsworth, CA 91311-6520  <a href="http://www.infolinkscreening.com">www.infolinkscreening.com</a>            (818/800) 990-HIRE (4473)            Email: <a href="mailto:info@infolinkscreening.com">info@infolinkscreening.com</a></p>	<p>Fee based upon service requested</p>
<p>5. <b>Kentucky Court of Justice</b>            Administrative Office of the Courts            Pretrial Services Records Division            100 Millcreek Park            Frankfort, KY 40601  <a href="http://www.courts.ky.gov/aoc/pretrial/records.htm">www.courts.ky.gov/aoc/pretrial/records.htm</a>            800-928-6381 (or) 502-573-1682            E-mail: Contact Pretrial Customer Service</p>	<p>\$10.00 fee for Statewide            Criminal Background Check</p>

**\*Fees quoted are approximate; fees are based upon screening services selected.**