Pastoral Transition & Pastor Search Handbook
This Handbook is provided for you by the Congregational Field Staff of the Baptist General Association of Virginia, who helps to assist churches in transition, churches experiencing conflict, churches seeking a pastor and pastors exploring new ministry opportunities. It is our prayer and goal to be helpful to your church through the transition of your pastor’s resignation and movement toward calling your next. We all know the challenges following the resignation or termination of a church’s pastor. This Handbook is designed to assist you throughout this process and many churches feel they benefited from the resources identified in it.

We strongly recommend you contact and utilize the services of your Director of Missions and the Baptist General Association of Virginia Field Strategist for your area. Many Director of Missions and all Field Strategists are trained and experienced in helping churches through this process. They are eager to meet with the Deacons, Transition Committee or the Pastoral Search Committee to provide consultation and training. While some members and leaders of the church may have provided leadership during a prior time of transition, it is often helpful to utilize resources of the Baptist General Association of Virginia.

May God bless you and lead you as your church moves toward in your work of finding that one that God would have you call to be pastor of your church.

Dr. John V. Upton, Executive Director

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During a pastoral transition your Director of Missions and the Baptist General Association of Virginia a Field Strategist are your greatest resources. Field Strategists are experienced ministers and consultants who have extensive experience in assisting churches in times of transition. This experience includes addressing church conflict, pastoral terminations or resignation, consulting with the church in developing an interim plan following the pastor’s departure, deciding on the type of interim which best meets the churches needs and orienting and training the Pastor Search Committee.

During a pastoral transition, there is a need for “an outside consultant” to assist throughout the process. There will be many questions that will come up during this time of your search for a pastor. The best person to serve in the role of the Consultant is your area Field Strategist.

The Field Strategist Consultant is available to:

- Conduct exit interview with previous pastor;
- Support the church during the transition;
- Facilitate dialogue among church leadership and the congregation;
- Present interim options and help determine the best for the church;
- Provide names of possible Traditional or Intentional Interim Pastors;
- Help the church negotiate Interim Pastor covenants;
- Assist the congregation in developing profile information about the congregation, community, and denominational linkage to present to pastoral candidates;
- Provide orientation and training for the Pastor Search Committee;
- Assist the Pastor Search Committee in its search for a new pastor;
- Coach the Committee in interviewing potential pastors;
- Help the Committee reach candidate consensus;
- Assist the Pastor Search Committee in presenting its recommendation to the congregation;
- Assist the church in installing the new pastor.
Kingdom Advance Field Strategy Regions

(Regions are outlined in black.)

Valley/Central

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WHEN THE PASTOR LEAVES

Following the resignation, retirement or termination of a pastor the church experiences a significant transition. There is no way around this transition but there is a way through it. With prayer and a commitment to engage in a healthy process of saying good-bye to the former minister, chartering an interim process through the transition, it is possible for the church to move forward into calling God’s pastor to serve her. Some may be tempted to hurry through this process, but like any loss or transition, time is needed for the church to work through any issues, bring closure with the last pastor and receive her next. Churches are better served to be intentional about their transition process and after a season to patiently seek the right match of church and pastor.

During the transition it is important to deal with the multitude of feelings experienced by the congregation. Some members may feel an incredible loss in the leaving of the pastor while others may experience anger. Others may experience internal or unresolved conflict either “above or below the surface” of congregational life. Only if these issues are identified and resolved will the church be able to embrace her new minister.

If the pastor is/has retired, the church needs to be aware there is a need to change the relationship with the retiring pastor so that when the church calls a new minister, the church will embrace the new pastor with open arms. It is never easy to say good-bye to those we love but the relationship with the departed pastor needs to be redefined in order for healing to occur.

If the pastor is leaving for another field of service, the church might have feelings of “being left” or rejection. Some members may feel a sense of being responsible for the pastor accepting another place of service. If conflict has been present, some may blame other members for the pastor’s departure.

Regardless of the reasons for the pastor’s leaving, the church needs time for the members of the congregation and community to work through these feelings. Healthy resolution of the transition enables the church to welcome the new pastor.

There is a “rule of thumb” that it takes one month of interim for each year the former pastor was at the church. There are some variables which might well alter this “rule of thumb.” If the former pastor served only a very brief time or if the pastor had served the church for a long pastorate of ten years or longer, this “rule” may not apply. Sometimes churches feel the church “will fall apart” unless a new pastor is secured as soon as possible. Usually this is not the case and far greater damage occurs if the church moves too quickly in calling a pastor. In calling the next pastor it is important to seek God’s person who is “the right fit” for the church.

Following a pastor’s departure, one of the first question church leaders must ask is “What type of interim will best serve our church?” Churches are encouraged to consider a Traditional Interim, a Transitional Interim, an Intentional Interim Pastor or a Church Consultant. Traditional Interims may be persons called to ministry without a theological education, persons working full-time in other careers or retired persons.

Transitional Interims have received training and maybe certified through LifeWay Christian Resources to lead the churches through the situational and psychological stages of transition. Intentional Interims have received specialized training and may be certified through The Center for Congregational Health in helping congregations with the transition by leading the church through a self-study. Churches need to be intentional as they seek God’s timing and their next pastor.

Church leadership is often asked “When are we going to get a new pastor or staff member?” When a church is in a pastoral transition, it is often tempting to move too quickly and attempt to get to the end of the process without going through the process. To move too quickly often only leads to complex difficulties “down the road.” There are countless unfortunate and tragic stories about churches who have wanted to complete the transition without really going through it.

Directors of Missions and the Virginia Baptist Field Strategists are willing to provide consultations, support, guidance, and collaboration as the church moves forward.
THE TRADITIONAL INTERIM PASTOR

The Traditional Interim primarily preaches in worship services and provides limited pastoral care to the congregation. Almost all Traditional Interims are part-time and able to devote a limited amount of time to this ministry. Many Traditional Interims may be employed full-time in careers, students or retired persons.

The focus of the Traditional Interim is to maintain the life of the church and to prepare the way for the new minister. Interims may perform some or most of the responsibilities of a pastor but the focus of the Interim is to serve as a bridge from the previous minister and the new one. The Interim does not generally make changes in the life of the church but seeks to be an encourager to the congregation and the Search Committee.

Traditional Interim Candidates may be obtained from the church’s Director of Missions and the Virginia Baptist Field Strategists. These candidates need to be interviewed and referenced in order to call the Interim who is the “right fit” for the church at this point in time. The Interim needs to be a good match and compatible with the church’s nature and culture. He will be presented to the church for a vote to call the candidate as the Interim and with written covenant of responsibilities.

The church needs to consider seriously consider an “Interim Pastor” for a number of reasons.

• The Interim Pastor provides continuity and gets to know the congregation;
• The Interim provides stability for the congregation;
• A competent interim helps manage the feelings of anxiety often present when the church is without her pastor;
• Interims are available for the pastoral needs of the congregation including funerals, weddings, hospital visitation, and crisis ministries.
• Church members and visitors are more likely to contact an interim than a minister they do not know, during the time of transition;
• Interims often bring wisdom and appropriate guidance to the church in transition.

TRADITIONAL INTERIM COMPENSATION GUIDELINES

Compensation is determined by several factors including agreed upon scope of responsibilities of the interim; the expectations placed upon the interim; the area cost of living; the compensation of the previous minister; the financial resources of the church and other factors. A rule of thumb is the interim’s compensation should be based as a percentage of the previous minister’s compensation and workload. A full-time interim should be compensated at the same level as the previous full-time pastor.
INTERIM PASTORATE COVENANT

____________________ Church & ____________________ Minister

_____/_____/_____
Date

____________________ Baptist Church and ____________________ shall covenant Minister

together for ____________________ to serve as Interim Pastor Minister

of ____________________ Church for a period of six months beginning _____ / ____ / ____.

This covenant may be extended beyond this initial period by the mutual agreement of both parties and may also be terminated by either with a two week notice. This relationship is based on mutual respect and open communication.

Interim Pastor’s Responsibilities:
• Demonstrate appropriate interim pastoral ministries and responsibilities;
• Prepare, conduct, and preach at the weekly Sunday morning worship service and special services as needed;
• Provide timely and appropriate pastoral care to persons, especially hospitalized persons, those in critical life experiences, and those expressing need;
• Attend and actively participate in monthly Deacons’ meetings, monthly business meetings, and other meetings as appropriate;
• Promptly communicate openly with the Deacon Chairman in all matters including availability and identified church needs;
• Provide monthly consultation/mentorship of Youth Pastor;
• Prepare for and conduct midweek Bible study if desired;
• Officiate at funerals, weddings and other pastoral ministries as appropriate;
• Serve as a consultant and participant in the Church’s strategic planning process;
• Enable, facilitate, utilize and advise pastoral ministry team of Deacons and Church Staff as appropriate.

Church’s Responsibilities:
• The Deacon Chair or designee will regularly and openly communicate with Interim about the Church’s and Church family’s identified needs and process and meet at least monthly;
• Obtain pulpit supply when interim is unable to preach due to previous commitments;
• Designate Moderator for monthly business meetings;
• Compensation to be $ housing allowance and $ utility allowance per month plus $ income per week minus $ per week when minister is unable to fill the pulpit. The housing and utility allowance commence _____ / ____ / ____.

____________________ Deacon Chair                          ____________________ Minister
LifeWay Christian Resources has a training program for ministers called to serve as Transitional Interims. "Transitional pastors are prepared to lead churches through smooth transitions, rough transitions, and crisis transitions. They may serve effectively as preacher, pastor, and consultant.

The aim of the training for Transitional Interim is to seek to meet the following objections which focus on church health and result in church growth and Kingdom priorities:

- The percentage of churches without pastors will decrease. Less time will be spent with growth plans put on hold.
- The tenure of pastors will be increased, sparing churches the expense of frequent pastoral changes and making more money available for ministries.
- Churches will become more effective as they learn from past experiences and free themselves from hindering traditions, replace discord with harmony, and plan ministries strategically instead of traditionally.
- Churches experiencing decline or a growth plateau will experience spiritual and numerical growth; growing churches will accelerate.
- Churches will grow in their understanding of pastoral ministry and in appreciation of pastors and their families.
- More members will become personally involved in their churches’ ministries.
- Energy previously spent dealing with conflict issues will be redirected to expanded ministries.
- Church members will rediscover and celebrate their spiritual passion.
- Fewer churches will use forced termination as the way to solve pastor-church relationship problems, improving the image of the church in the community and encouraging more people to seek spiritual guidance in the church.

The Transitional growth process involves:

- Viewing the church’s history through the eyes of Christ
- Affirming a biblical principles approach to church growth
- Shaping results-oriented structures for effective church practice
- Allocating resources to support effective church practice
- Finding a pastor to lead in fulfilling God’s future for the church
- Helping the pastor make a strong start in the church and community

Please contact your Director of Missions or your Baptist General Association of Virginia Field Strategist for additional information or LifeWay.

Pastoral Ministries
LifeWay Christian Resources
One LifeWay Plaza
Nashville, TN 37234-0166
615.251.2551
www.lifeway.com
THE INTENTIONAL INTERIM PASTOR

In recent years, a new option, the Intentional Interim, has been created to assist churches in the time of pastoral transition. This new model is particularly helpful following:

- The departure of a pastor who served the church many years;
- When a church is experiencing some form of crises;
- There is a lack of clarity within the congregation;
- When there is congregational conflict;
- When the pastor left under duress or terminated.

Intentional Interims have received training in how to deal with these crises situations. Their training includes six significant areas:

- Understanding the dynamics of the transition and institutional-grief processes and knowing how to deal with them;
- Assisting a local church in using the interim period for significant congregational development;
- Knowing the developmental stages a congregation goes through without an installed minister and the roles of both interim consultant and interim pastor in each of those stages;
- Relating to a congregation so that its sense of self-determination is enhanced and a minimum of dependency is established;
- Learning how to work with a congregation during the interim so that it and its new minister will have a better match;
- Assisting in starting a creative and healthy relationship between the congregation and the new pastor.

An Intentional Interim uses an established process to assist a congregation:

- Come to Terms with History
  It is vital to make time for healing within the congregation and for putting the service of the former minister in perspective.

- Examine Leadership and Organizational Needs
  The interim is prime time for reviewing the membership, its needs, and its ways of organizing, and for making decisions on how to best use its resources.

- Rethink Denominational Linkage
  With increasing polarization of theological differences, it is crucial that each local congregation clarify its mainstream theological belief.

- Develop a New Identity and Vision
  A congregation must periodically redefine a sense of purpose, direction, and what distinguishes it from other churches in the community. The interim is an appropriate time to do this.

- Commit to New Leadership
  During this phase of the interim the congregation prepares to receive a new leader and makes arrangements for call, installation, and start-up for its new minister.
Two key elements of the Intentional Interim ministry:

- The church officially votes that it will work on a self-study, including the first four developmental tasks of the interim church before it releases a search committee to begin searching for a new pastor. The church does not elect a Pastor Search Committee until after the self-study phase has ended.

- The church has a specific covenant describing the relationship between the Intentional Interim pastor and the church. These covenants include the fact that the outside person is not open to accepting the call from the church to serve as the next permanent pastor.

A significant part of the Intentional Interim Ministry is the naming of a Transition Committee. The Intentional Interim will facilitate the Transition Committee and the work of leading the church in the interim ministry. This committee usually consisting of three to five members elected by the congregation for the purpose of working closely with the Intentional Interim in the self-study process.

Compensation for the Intentional Interim is based on whether the Intentional Interim is either full-time or part-time and is paid accordingly. If the church wants a full-time Intentional Interim pastor, then the congregation can expect to pay approximately the Intentional Interim the salary of a full-time pastor.

Please contact your Director of Missions or your Baptist General Association of Virginia Field Strategist to help evaluate the church’s need for an Intentional Interim. The Center for Congregational Health in Winston-Salem, North Carolina is also a resource and may be contacted as identified below.

Dr. Les Robinson
Center for Congregational Health
Medical Center Boulevard
Winston-Salem, NC 27157-1098
336.716.9722
www.healthychurch.org
The Intentional Interim Process

• The Intentional Interim process is presented to the church Leadership for consideration by a Field Strategist;

• A Field Strategist presents the Intentional Interim process to the congregation for consideration;

• The Church votes on the intentional interim process;

• The Deacons or a Search Committee is appointed or elected to find an Intentional Interim Pastor that will be a part of the transitional process decided on by the church. Resumes may be obtained from the Congregational Field Staff of the Baptist General Association of Virginia.

• The candidate for intentional interim pastor is presented to the church for her approval;

• Intentional Interim Pastor is called by the congregation and a covenant with interim pastor is voted on at the time of the call;

• A Transition Team is elected by the congregation as part of the Intentional Interim’s responsibilities;

• The Transition Team is trained by the interim pastor;

• Intentional interim pastor and Transition Team guide themselves and the congregation through a series of five “Developmental Tasks;”

• Pastor Search Committee is chosen based on established church process;

• Pastor Search Committee is trained for its task by Field Strategist or the Director of Missions;

• Pastor Search Committee begins its work of searching for a pastor;

• Pastor Search Committee presents pastoral candidate for congregational approval;

• New pastor accepts the call of the congregation and interim period concludes;

• New pastor is installed and the ministry to which God has called them begins!

Intentional Interim Covenant

Basic to the Intentional Interim process is a formalized covenant between the church and the Intentional Interim. This agreement is standardized and presented by the Intentional Interim as part of the process of exploring the process and finalizing it. This agreement includes goals, accountability, compensation and benefits. The Intentional Interim will share a copy of this with the church.
One of the first responsibilities of the Intentional Interim Pastor is to lead the church in the election of The Transition Committee. This committee, elected by the church, is composed of capable trusted leaders who have the church’s best interest at heart. This committee will also help to manage any anxiety the church might feel in this interim season and needs to communicate regularly to the church and share its work. It is important for the church to elect this committee only after the Intentional Interim has begun working.

The Transition Committee is selected by asking church members to identify three or four people they most trust to lead the church in the interim between pastors. The deacons of the church, or the nominating committee ask the church members to identify these people on a Sunday morning by writing the names on index cards. The appropriate group (either deacons or nominating committee) then contacts these individuals by asking them if they are willing to serve on the Transition Committee. People are asked to serve on the committee based on the number of times they were identified as a most trusted person by the church. The committee should be large enough to be representative of different groups and segments in the congregation, including men and women, younger and older people. This committee can have between three and seven members depending upon the size of the church and the diversity necessary for it to be broadly representative of the congregation.

Intentional Interims are specifically trained to work with Transition Committee and to assist them in the five developmental tasks.
A CHURCH CONSULTANT

Some churches are not clear about the need for a Traditional, Transitional or an Intentional Interim. Often this can be a difficult choice. A third option is the Church Consultant which might be considered somewhat of a hybrid between the Traditional and the Intentional Interim.

A Church Consultant may guide the church through a process somewhat like the Transitional or the Intentional Interim. This process may help the church to clearly identify who she is, her personality, challenges, strengths, opportunities, barriers for growth and a candidate profile.

While many churches feel this work can be done solely by the Pastor Search Committee or other church leadership, we also know that “a fresh set of eyes” who can “speak the truth in love” are valuable assets. The Consultant will be able to see and to articulate what may be hidden from the Committee and be able to facilitate a process for working through the issues and considerations necessary for the church to move forward.

A Director of Missions or a Baptist General Association of Virginia Field Strategist may identify appropriate Church Consultants or may serve in that capacity.
The Pastor Search Committee

In most churches, the church’s Constitution and Bylaws’ generally identifies the process for selecting the Pastor Search Committee. If however, the Constitution and Bylaws do not identify the process for selecting the Pastor Search Committee the process below is one method of selecting the Committee. The Deacons and the church’s Nominating Committee can bring to the church nominations for the Pastor Search Committee.

• The recommended Pastor Search Committee size is between five (5) and nine (9) persons. This size makes the committee large and diverse enough to conduct the search and small enough for effective communication, planning, discernment and decision making.

• The Pastor Search Committee needs to be made up of active church members who support the mission and work of the church, are representative of the church’s membership and are respected trusted congregational leaders.

• Pastor Search Committee nominees are to be approached to determine their willingness and availability to serve prior to being presented to the church for a vote.

• The people that you will nominate to the church to serve on the Pastor Search Committee should be able to give adequate time to the meetings of the committee, be able to travel, and actively take part in the interview process.

• The Pastor Search Committee Chair can either be nominated by the Deacons and Nominating Committee and presented to the church for a vote or the Committee can elect its own chair at its first meeting.

• The Pastor Search Committee selects individuals to fulfill other committee functions such as Vice Chair, Secretary, Host/Hostess and other needed positions.
After the Pastor Search Committee has been elected, it is time for the Committee to begin its work. As with most responsibilities, the most difficult part is getting started. While it may initially feel overwhelming, know that the search is a process of discovering God’s person to serve His church. This process is to be under girded with prayer and hopeful anticipation as the committee seeks to discern God’s direction in this process.

One of the greatest dangers for a Pastor Search Committee is to jump to interviewing or considering a candidate before the Committee has done the necessary work required. A Committee needs to begin with a self-study to clearly identify the personality of the church, denominational alignments and identifying a desired candidate profile. While this may take time, it will provide benefits so that when the Committee talks with candidates the Committee can present an accurate description of the church and the church’s needs and expectations of the new pastor.

Another issue for Committees to consider is the pastoral priorities of the new pastors. The primary responsibilities of the pastor are preaching, pastoral care, administration and leadership. It is important for the Committee to dialogue about these priorities and to determine which is most important for the health and growth of the church. Whether the pastor will serve as the solo staff member or work with multi-staff colleagues, this is an important issue for the committee to wrestle with and to reach a consensus. It is a temptation to stress one primary responsibility at the expense of the others.
# Pastor Search Committee Covenant and Ethics

We, the Pastor Search Committee, covenant together to:

- Pray continuously and to seek God’s direction;
- Serve God and our congregation to the best of our abilities;
- Be thoughtful and intentional about the process of searching for a new minister and taking as much time as needed to discern God’s leadership to His pastor for the church;
- Be thoughtful and respectful of Committee members, the congregation and all candidates;
- Communicate openly and honestly with Committee members;
- Have all members share his/her thoughts, feelings and opinions;
- Speak the truth with each other in love;
- Hold one another accountable;
- Communicate regularly and frequently with the entire congregation throughout the process;
- Define and demonstrate confidentiality throughout the process;
- Select one candidate at a time for in-depth dialogue after reviewing all resumes and initial conversation with candidates;
- Identify and focus on top candidate.
- Respect the candidate’s present ministry and the confidentiality of conversations with the candidates.
- Telephone, meet, interview and hear candidate preach by setting appointment with the candidate.
- Communicate to candidates no longer under consideration.
- Clearly present the church’s history, current situation, future hopes, how decisions are made to candidates, organizational structure to candidates.
- Present the church’s dynamics, opportunities, limitations and challenges the candidate is likely to experience.
- Meet with candidates prior to hearing them preach;
- Inform candidates when the committee will hear a sermon;
- Check references;
- Conduct background check. See appendix;
- Only present a candidate to the church if the Committee is unanimous on the candidate.

Signatures:
The Pastor Search Process Phases

The overall process of the Search Committee may be summarized into four steps.

First Step: Getting Started

- If the church did not name the chairperson of the Pastor Search Committee, a Chair, Vice-Chair and Secretary need to be named.
- Committee decides when to meet and frequency of meetings.
- The Committee Chair contacts the Field Strategist or the BGAV’s Congregational Field Staff at 800.255.2428, ext. 5292 to request the Pastoral Transition and Pastor Search Handbook.
- Committee orientation and training by the Baptist General Association of Virginia Field Strategist or the Association’s Director of Missions.
- Review and sign a Pastor Search Committee Covenant. The Covenant needs to include how the committee will process information and an agreement of confidentiality.
- Begin to outline and agree on the path you feel God is leading the Committee to pursue.

Second Step: The Study Phase

- Survey the congregation to determine church and candidate priorities and needs.
- Develop a pastor profile of the type of pastor needed/desired.
- Identify and confirm compensation package range approved by church.

Third Step: The Search Begins

- Contact trusted pastors and ask them to provide the names of potential candidates who might be a good fit with the church.
- Request resumes from the Director of Missions and/or the BGAV’s Congregational Field Staff. The BGAV offers a “Reference and Referral” process and provides resumes to church who have completed a church survey.
- Review and rank resumes based on established criteria and/or church study. Rank Committee’s interest in candidates by High level of interest, Medium level of interest and Low level of interest;
- Of the High Level of interest candidates, select up to five top candidates and conduct initial brief telephone conversation with each to determine if candidate is interested and if references may be checked;
- If the top candidates are interested establish a second telephone interview time which will be with the entire committee;
- Conduct 30 minutes telephone interview conference call with entire committee and candidate;
## The Pastor Search Process Phases (continued)

- Following the completion of these 30 minute telephone interviews, the Committee needs to reach a consensus and determine it’s number one, number two and number three candidate;
- Committee selects its number one candidate and engage this candidate;
- Conduct face-to-face meeting with top candidate. Obviously there are several options but an interview to be followed by dinner is the option which provides an opportunity to experience both the professional and personal minister;
- Hear number one candidate preach in neutral setting;
- Conduct second interview with candidate;
- Verify candidate’s resume;
- Discuss with candidate the candidate’s responsibilities, compensation, potential start dates for a verbal agreement pending church vote;
- Complete all reference work on candidate;
- Conduct background, criminal and credit on candidate before presenting the candidate to the church;

### Step Four: The Call and Presentation

- Invite candidate to visit the church for a weekend so the candidate can meet as many members as possible;
- Candidate preaches to the congregation;
- According to the church’s constitution and by-laws, call for a church vote on the candidate;
- Inform candidate of the vote;
- If the vote meets the required percentage and candidate verbally accepts, present letter to candidate with responsibilities, compensation, benefits, and start date;
- If candidate and church agree, begin plans for candidate’s relocation and plan an appropriate welcome;
- Plan and conduct Service of Installation;
- Pastor Search Committee rejoices in God’s direction and leadership.
**COMMUNICATING WITH THE CHURCH**

It is important the Committee communicate regularly with the entire church about the search process. Communication helps to ensure the Committee and the congregation are in step together and on the same page. This communication can be verbal as a brief update during or following a worship service or at “Town Hall Meetings” designed to foster a dialogue.

**THOROUGHNESS**

When involved in the search process, it is often tempting to move too quickly. There are numerous instances of when a Committee or church has moved through pastoral transition which has resulted in an unfortunate match. Some of the most dreaded words to hear are, “If we had only known.” While the search process may take longer than originally anticipated, there is no substitute for “doing our homework” or overturning every possible stone to facilitate the “right match.”

**CANDIDATE BACKGROUND CHECKS**

It is highly recommended that Pastor Search Committee complete a credit and a criminal background check before presenting and recommending a candidate to the church. See attached Resources for company which performs background checks.
** SHOULD THE INTERIM PASTOR BE CONSIDERED AS A PASTORAL CANDIDATE? **

One question which the Pastor Search Committee may wrestle with is “Should the Interim Pastor be considered as a Pastoral Candidate?” In most all cases the Interim is not considered as a candidate to serve as pastor. If the Interim focuses attention on how to be a candidate then the focus of the interim ministry may become blurred. The Intentional Interim is prohibited from not becoming a candidate as was agreed to in the Covenant.

If the interim pastor wants to be considered by the Pastor Search Committee, then the interim pastor should resign, submit his resume, and go through the same process as all other candidates.

Interims are not considered pastoral candidates for the reasons below.

- Interim pastors are better able to help congregations address issues, challenges and opportunities when they have no vested interest in their own long-range call to that congregation. The interim pastor needs to focus on what is best for this congregation to engage in during the interim. Interim pastors need to help congregational leaders identify key issues needing to be addressed at this time.

- The covenant with an Interim Pastor precludes the Interim Pastor from being considered a candidate. When an Interim becomes a candidate it changes the relationship and goes against the covenant of the church and Interim.

- Consideration of the interim pastor as a candidate may decrease the Interim’s effectiveness. While it is often a temptation for the church to want to call the Interim as pastor, this may interfere with the Pastor Search Committee’s work in securing the best candidate and match for the church.

- If the Interim was considered and voted upon and the vote did not meet the Constitution and Bylaws’ requirement for an affirmative vote, then a difficult situation is experienced by everyone.

- The church needs to adhere to the process outlined prior to calling an Interim.
Congregational Survey

A congregational survey is a tool to assist the Pastor Search Committee in “reading the pulse” of the congregation. This survey can provide information as well as identify ministry opportunities for moving the church forward. It will also be used to develop a profile of the competencies, skills and qualities needed to best serve the congregation. An example is in the Appendix.

Because this survey is so important, the following considerations are offered.

- The survey needs to be written clearly for persons of various backgrounds to understand.
- Only ask the most important questions so the survey can provide the Committee the needed information yet be brief enough so the survey will be completed;
- Design a questionnaire which obtains the information the Committee is seeking (examples in appendix);
- Determine how the results will be used and when they will be shared with the congregation;
- Develop mechanism for persons not present when survey is given to complete one;
- Determine methodology of distribution including on-line possibility;
- With a cover letter mail or distribute survey to each church family. The cover letter should be clear stating that the survey is to be completed during or after a Worship Service, during Bible Study, Small Group or a special meeting and when the results will be shared and presented.

See Resources and Appendix.
NEW MINISTER MATCHING PROCESS

As a service to Virginia Baptist Churches, the Baptist General Association of Virginia offers a Minister Matching Service based on software created specifically for this purpose. This service provides resumes to churches of candidates who might be possible “matches” with the church based on self reported information by the church and by candidates. Churches and Candidates have access to this service through the Baptist General Association of Virginia website www.bgav.org or www.ministermatching.com.

CHURCHES

- Church Search Committee seeking to fill an open position may do so directly through the BGAV website www.bgav.org or through www.ministermatching.com.
- Search Committee creates own User ID and password. The Committee Chair’s email is the User ID. Church then creates password.
- Search Committee enters church profile online.
- Congregational Field Staff member contacts Search Committee Chair to activate search.
- Congregational Field Staff conducts software match.
- Search Committee Chair receives an email from Congregational Field Staff.
- Committee Chair accesses candidate resumes from the email received.
- Committee Chair may access their profile and candidate list at any time.
- Church maintains an active file by responding to emails to verify active search.
- Churches needing assistance or unable to enter online profile please contact Karen Rackett (karen.rackett@bgav.org) or Jeff Cranford (jeff.cranford@bgav.org) of the Congregational Field Staff, Baptist General Association of Virginia, at 800.255.2428, ext. 2243.

CANDIDATES

- Candidates seeking a position enter their resume directly online through the BGAV website www.bgav.org or through www.ministermatching.com.
- Candidate creates own user id and password. User ID is the candidate’s email address.
- Congregational Field Staff member contacts candidate to activate résumé.
- Candidate can update online profile at any time.
- Candidate’s resume is matched with church requests.
- Church contacts candidate.
- Candidate maintains an active file by responding to emails to verify active status.
- Candidates needing assistance or unable to enter online profile please contact Karen Rackett (karen.rackett@bgav.org) or Jeff Cranford (jeff.cranford@bgav.org) of the Congregational Field Staff, Baptist General Association of Virginia, at 800.255.2428, ext. 2243.
MINISTER’S FINANCIAL PACKAGE

As a part of the Pastor Search Process the church will need to create and identify a Financial Package for the Minister.

Compensation and benefits issues include:

- Salary
- Social Security “Off-set”
- Medical Coverage
- Life Insurance
- Disability Insurance
- Liability coverage
- Car Allowance
- Vacation, Holidays and Time Off
- Sick Leave
- Time off without pay
- Conference allowance

RESOURCES FOR COMPENSATION PACKAGES & SALARY INFORMATION

Dr. Jeff Cranford
Financial Support Planning Specialist and
BGAV Representative for GuideStone Financial Resources.
800.255.2428 ext. 5344
jeff.cranford@bgav.org

Compensation planning resources: www.guidestone.org
## Church and Community Information for Pastoral Candidates

If you were accepting a new job and considering moving to your community, what would you want to know? What considerations are important to you?

Pastoral Candidates will need church and community information to introduce them to each. While most of this information may seem obvious, it is not to the candidate. The candidate will need to see profiles of the church which will help in the information gathering and orientation process. The Committee can assume the candidate knows nothing about the community but the community is part of the decision making process for the candidate’s family.

The items below will further acquaint the candidate to the church and community.

- Church’s mission, vision, and values
- Church’s outreach ministries
- Church’s long-range goals
- Organizational leader names
- Church officers
- Constitution and By-laws
- Church Budget
- History of the church
- Pictorial Directory
- Church’s Annual Letter
- Copies of recent bulletins
- Copies of recent Newsletters
- Statement of church’s visitation program
- Pictures of the church and community
- Associational Annual Report
- Recent copy of Associational Newsletter
- Associational History
- Biographical sketch of the Association Director of Missions
- Demographic information
- School and community information
- Real Estate information
- Chamber of Commerce information
- Map of the communities surrounding church
**Possible Interview Questions**

- Please share with the committee your testimony of your conversion and your call to ministry.
- Describe your personal devotional life and ways in which you continue spiritual and personal development.
- Describe your strengths and how you use them. Provide recent illustrations of how you employed them.
- What experiences have shaped your life and ministry and how have they done so?
- Provide examples demonstrating your leadership abilities, pastoral strengths and preaching abilities.
- Talk about your birth family and your current relationship with them.
- Describe your family and parental relationships.
- How supportive of your ministry is your family?
- Share examples of your recent pastoral care experiences. How would you evaluate your competencies in pastoral care?
- How do you develop church leadership talent?
- What styles of worship do you embrace and feel most comfortable with?
- How do you instill confidence and earn the trust of others? Provide situations which illustrate this.
- Give examples of using sound judgment in decision-making.
- How do you go about establishing a strategic direction for the church and plan with others? Provide examples of this and describe how you have planned with churches in the past.
- Provide example of how you dealt with and resolved conflicts in your life, in the life of the church, and in the lives of others.
- Describe your philosophy and process of how change occurs. What change/s have you been instrumental in bringing to fruition?
- How do you manage stress?
- How do you create emotional and spiritual development in your own life?
- What is your relationship to your Association, the Baptist General Association of Virginia, the Southern Baptist Convention and the Cooperative Baptist Fellowship?
- How do you participate in the life of your Association? The Baptist General Association of Virginia? The Southern Baptist Convention? The Cooperative Baptist Fellowship? The Southern Baptist Conservatives of Virginia?
- Describe your personal belief about the nature and function of the church.
- Articulate your understanding and practice of the role of men and women in the church.
- What is your concept of the role of deacons in the church?
- What is your philosophy of stewardship and tithing? Are you a tither?
- How do you keep up-to-date with recent developments in church related issues?
- Describe your use of time in a work week.
- Describe your visitation ministry.
- How do you understand the Bible?
- How do you measure success in the ministry?
- Who are your closest friends? How do you relate to other ministers?
- How do you work with others?
- Describe your management abilities in working with other staff members.
- Are you willing to work with the present church staff?
- How do you work in your first year of ministry in a new pastorate?
- What are your beliefs concerning the basic Baptist doctrines as listed in the “Baptist Faith and Message”?
QUESTIONs FOR REFERENCE INTERVIEWS

- How long have you known the candidate?
- What is your relationship with the candidate?
- What adjectives or words would you use to describe the candidate’s character and values?
- What are the candidate’s relationship and leadership abilities?
- What are the candidate’s preaching abilities?
- Describe the candidate’s pastoral abilities.
- Describe the candidate’s strengths.
- How supportive of the candidate’s ministry is his/her family?
- How does the candidate work with others?
- How is candidate perceived and received in the current ministry?
- Provide examples of candidate’s sound judgment in decision-making.
- How does candidate manage stress, deal with conflict affect change?
- Would you want candidate to be your pastor?
- Describe his/her integrity, honesty, genuineness, and character.
- What have you not shared with us that we need to know about the candidate’s character, values, family, personal life, and work habits?
- Who else would it be helpful for us to talk with in order that we may understand the candidate?
Pastoral Transition & Pastor Search Handbook

Pastor - Church Covenant

A written Covenant between Pastor and Church is important. The covenant outlines the responsibilities of each and helps to ensure a common understanding of expectations and accountability. Covenants need to be reviewed at least annually and may be changed in view of the developmental process of Pastor and Church.
### Legal Considerations for the Church

As the church is preparing to call a new minister, there are some legal questions which need to be considered. These questions need to be taken seriously, so that the church is protected, and that the minister the church is calling will also be protected.

1. Develop sound policies to reduce the church’s risk. Look at the church’s By-Laws to be sure the church as clear procedures on both the call and the termination of a minister.

2. Determine the minister’s insurance coverage.

   - **Health Insurance.**
     - Failure to do so may create awkward and embarrassing situations for the church.

   - **Liability Insurance.**
     - Both the minister and the church need liability coverage in the event the minister or the church is sued.

   - **Life Insurance.**
     - This coverage is needed in the event the minister dies while serving the church.

3. Credit check. Credit history is important information about the incoming pastor is for the church.

4. Criminal check - The church is held liable for its minister’s conduct. The law does not require a church to do a criminal check. If however, there is criminal activity by the minister and the church did not do its due diligence, the church may be found guilty of “Negligent Hiring and Supervision.”

5. The church needs I-9 forms for all employees hired after November 6, 1986.

6. The church needs a Sexual Harassment Policy. If the church does not have one this would be a good time to develop one and make it known to all employees, both those that are professional and hourly.

7. The church needs to be aware of, and following IRS Guidelines for the minister(s)’ pay.
   - Method of showing pay in the church budget.
   - Reimbursement plans.
   - Minister’s housing allowance.
   - Giving all ministers a W-2 form

• “An Open Letter to Pastor Search Committees,”  

• Background Checks,  
Sure Hire, PO Box 572106, Houston, TX 77257-2106,  
www.stewartbiz.com, 800.677.8282.

• Background Checks.  

• Beginning Ministry Together;  
Roy M. Oswald, James M. Heath, and Ann W. Heath,  
The Alban Institute, alban.org/archive/maintaining-confidentiality-in-search-committees/.

• Center for Congregational Health,  
Medical Center Boulevard, Winston-Salem, NC 27157-1098, 336.716.9722,  
www.healthychurch.org; Email: congreg@wfubmc.edu  
Areas of expertise: Consultation, Leadership Development for Clergy, Interim Ministry, Faith and Vocation.

• “Church Health Survey.”  
Church Central Associates,  

• Compensation and Tax Services: Church Resources:  
SBC Compensation Study and the Planning Financial Support Workbook,  

• Congregational Surveys, Hartford Seminary Center for Social and Religious Research,  
77 Sherman Street, Hartford, CT 06105,  
http://hirr.hartsem.edu, 860.509.9500,  
Leadership Resources.

• “Covenant Ministry, A Manual for Minister-Church Relations,”  
Bruce P. Powers, Campbell University Divinity School,  
Baptist State Convention of North Carolina,  

• Discerning Your Congregation’s Future, A Strategic and Spiritual Approach,  
Roy M. Oswald & Robert E. Friedrich, Jr., Alban Institute, 1996,  


• Leadership for a Changing Church, Robert D. Dale, Abingdon Press, 1998.
**RESOURCES (continued)**


- “Reducing the Risk of Child Sexual Abuse in Your Church” by Hammar, Klipowicz, and Cobble, available from Christian Ministry Resources, PO Box 1098, Matthews, NC 28106, 704.841.8066.


**APPENDIX 1: CONGREGATIONAL SURVEY SAMPLE**

1. **PASTORAL FOCUS**: In thinking of our church’s pastor and our church’s needs and ministries, what are to be the pastor’s priorities?

   1. Effective preaching
   2. Disciple/mentoring/coaching others
   3. Developing relationships with the lost and the unchurched
   4. Visiting church members
   5. Pastoral and counseling ministries
   6. Church committee attendance and leadership
   7. Church administrative responsibilities
   8. Associational, state and national denominational leadership and participation
   9. Personal spiritual development and growth
   10. Personal prayer, Bible reading, and meditation
   11. Working with Youth
   12. Working with Senior Adults
   13. Teaching a Sunday School Class
   14. Community involvement and outreach
   15. Visiting the sick and home-bound
   16. Other __________________________________________________________________

   Which three are most important priorities? ____________
   Which three are least important priorities? ____________

2. **AGE/EXPERIENCE**: Assuming other characteristics are favorable, indicate what you would like in our next pastor. Check one in each group.

   - Age should not be an important factor
   - Experience is not an important factor
   - Under 30
   - 0-5 years experience
   - 30-39
   - 6-10 years experience
   - 40-49
   - 11-15 years experience
   - 50-59
   - 16-20 years experience
   - 60 up
   - 21 or more years experience

3. **EDUCATION**: What preference, if any, do you have regarding the formal education beyond high school? Check one.

   - Formal education is not be a factor
   - Bachelor Degree
   - Masters Degree
   - D. Min. or Ph.D.
   - Other (describe) __________________________________________________________

4. **Denominational Identification**: Which of the following do you wish our new pastor to identify?

   - Baptist General Association of Virginia/Baptist General Association of Virginia
   - Baptist World Alliance
   - Cooperative Baptist Fellowship
   - Saddleback Church
   - Southern Baptist Convention
   - Willow Creek Association
Appendix 1: Congregational Survey Sample (continued)

5. PERSONAL QUALITIES: Please list characteristics you would especially want us to see in a person serving as our pastor.

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

6. NEW MINISTRIES: What new ministries do you feel you would like our church to offer after a new pastor is called?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

7. WHAT DO YOU EXPECT OF YOUR PASTOR?

______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________
______________________________________________________________________________

It would help your committee to understand and evaluate this survey if you would answer the following:

YOUR AGE BRACKET: (Check one)
☐ Youth ☐ 41-50
☐ 15-20 ☐ 51-60
☐ 21-30 ☐ 61-70
☐ 31-40 ☐ 70 up

INVolvement: (Check all that apply)
☐ Sunday School Member
☐ Church Member
☐ Regular Visitor

The Pastor Search Committee would certainly like to hear any comments that you would like to make. Please contact the Committee Chair with concerns and additional information.
APPENDIX 2: CANDIDATE BACKGROUND CHECK

We have changed our process a little bit in that we do not want the churches to fax us this material because of the personally identifiable information on their candidates that it contains. We are directing everyone through our new gateway now. They also have the option of their candidates filling out these forms online in the gateway and signing them electronically there. It is a very secure process. That is probably the easiest way for the various churches to order after I have set them up, but if they want to actually enter their candidate’s information into the gateway, they can do it that way also. So, the best way to go about this is probably to give them the forms, but tell them to email or call us before faxing the forms. Our 800 number is in the form, but it is 1-800-677-8282. They can email me directly at sdollins@surehire360.com to get them set up in the gateway.

Susan Dollins
sdollins@surehire360.com
Office: 713.479.2528 Ext 100 | Direct Line: 281.609.4010
TF: 800.677.8282 | Fax: 713.479.2529
8570 Katy Freeway Suite 114 Houston, TX 77024
TX PSB# A09514
www.surehire360.com
DISCLOSURE AND AUTHORIZATION FOR CONSUMER REPORTS

DISCLOSURE

In connection with my application for employment (including contract or volunteer services) with ________________________, I understand consumer reports will be requested by you (“Company”). These reports may include, as allowed by law, the following types of information, as applicable: names and dates of previous employers, work experience, education, accidents, licensure, credit (as allowed by law – where required, you will be presented with additional disclosures), etc. I further understand that such reports may contain public record information such as, but not limited to: my driving record, workers’ compensation claims, judgments, bankruptcy proceedings, evictions, criminal records, etc., from federal, state, and other agencies that maintain such records.

In addition, investigative consumer reports (gathered from personal interviews, as applicable, with former employers or landlords, past or current neighbors and associates of mine, etc.) to gather information regarding my work or tenant performance, character, general reputation and personal characteristics, and mode of living (lifestyle) may be obtained.

If I am hired, I understand that my employer can use this disclosure and authorization to continue to obtain such consumer reports throughout my employment, contract period, or volunteer service.

AUTHORIZATION

I hereby authorize procurement of consumer report(s) and investigative consumer report(s) by Company. If hired (or contracted), this authorization shall remain on file and shall serve as ongoing authorization for Company to procure such reports at any time during my employment, contract, or volunteer period. I authorize without reservation, any person, business, or agency contacted by the consumer reporting agency to furnish the abovementioned information.

This authorization is conditioned upon the following representations of my rights: I understand that I have the right to make a request to the consumer reporting agency: SureHire 360 (“Agency”), 9821 Katy Freeway, Suite 500, Houston, TX 77024, telephone number 1-800-677-8282, and upon proper identification, to obtain copies of any reports furnished to Company by the Agency and to request the nature and substance of all information in its files on me at the time of my request, including the sources of information, and the Agency, on Company’s behalf, will provide a complete and accurate disclosure of the nature and scope of the investigation covered by any investigative consumer report(s). The Agency will also disclose the recipients of any such reports on me which the Agency has previously furnished within the two year period for employment requests, and one year for other purposes preceding my request (California three years). I hereby consent to Company obtaining the above information from the Agency. I understand that I can dispute, at any time, any information that is inaccurate in any type of report with the Agency. I may view the Agency’s privacy policy at their website: www.surehire360.com.

I understand that if the Company is located in California, Minnesota or Oklahoma, that I have the right to request a copy of any report Company receives on me at the time the report is provided to Company.

By checking the following box, I request a copy of all such reports be sent to me: □ (check here)
As a California applicant, I understand that I have the right under Section 1786.22 of the California Civil Code to contact the Agency during reasonable hours (9:00 a.m. to 5:00 p.m. (CTZ) Monday through Friday) to obtain all information in Agency’s file for my review. I may obtain such information as follows: 1) In person at the Agency’s offices, which address is listed above. I can have someone accompany me to the Agency’s offices. Agency may require this third party to present reasonable identification. I may be required at the time of such visit to sign an authorization for the Agency to disclose to or discuss Agency’s information with this third party; 2) By certified mail, if I have previously provided identification in a written request that my file be sent to me or to a third party identified by me; 3) By telephone, if I have previously provided proper identification in writing to Agency; and 4) Agency has trained personnel to explain any information in my file to me and if the file contains any information that is coded, such will be explained to me.

I understand that if I am applying for employment in New York, that I have the right to receive a copy of Article 23-A of the New York Correction Law. (initial if this applies)

I understand that if the report is provided to an employer in the State of Washington, that I can contact the following office for more information regarding my rights under Washington state law in regard to these reports: State of Washington Attorney General, Consumer Protection Division, 800 5th Ave, Ste. 2000, Seattle, Washington 98104-3188, (206) 464-7744.

In connection with my application for employment, I direct the following regarding my current employer (please check one): □ Yes, my current employer may be contacted □ No, my current employer cannot be contacted.

I understand that I have rights under the Fair Credit Reporting Act, and I acknowledge receipt of the Summary of Rights. (initial)

Name: ____________________________
Signature: ____________________________
Date: ____________________________

For identification purposes:

Social Security No.: ____________________________ Date of Birth: ____________________________

Drivers License No.: ____________________________ State Of Issue: ____________________________

StreetAddress: ____________________________

City, State, Zip: ____________________________

Email: ____________________________
Para información en español, visite www.consumerfinance.gov/learnmore o escribe a la Consumer Financial Protection Bureau, 1700 G Street N.W., Washington, DC 20552.

A Summary of Your Rights Under the Fair Credit Reporting Act

The federal Fair Credit Reporting Act (FCRA) promotes the accuracy, fairness, and privacy of information in the files of consumer reporting agencies. There are many types of consumer reporting agencies, including credit bureaus and specialty agencies (such as agencies that sell information about check writing histories, medical records, and rental history records). Here is a summary of your major rights under the FCRA. For more information, including information about additional rights, go to www.consumerfinance.gov/learnmore or write to: Consumer Financial Protection Bureau, 1700 G Street N.W., Washington, DC 20552.

- You must be told if information in your file has been used against you. Anyone who uses a credit report or another type of consumer report to deny your application for credit, insurance, or employment – or to take another adverse action against you – must tell you, and must give you the name, address, and phone number of the agency that provided the information.

- You have the right to know what is in your file. You may request and obtain all the information about you in the files of a consumer reporting agency (your “file disclosure”). You will be required to provide proper identification, which may include your Social Security number. In many cases, the disclosure will be free. You are entitled to a free file disclosure if:
  - a person has taken adverse action against you because of information in your credit report;
  - you are the victim of identity theft and place a fraud alert in your file;
  - your file contains inaccurate information as a result of fraud;
  - you are on public assistance;
  - you are unemployed but expect to apply for employment within 60 days.

In addition, all consumers are entitled to one free disclosure every 12 months upon request from each nationwide credit bureau and from nationwide specialty consumer reporting agencies. See www.consumerfinance.gov/learnmore for additional information.

- You have the right to ask for a credit score. Credit scores are numerical summaries of your credit-worthiness based on information from credit bureaus. You may request a credit score from consumer reporting agencies that create scores or distribute scores used in residential real property loans, but you will have to pay for it. In some mortgage transactions, you will receive credit score information for free from the mortgage lender.

- You have the right to dispute incomplete or inaccurate information. If you identify information in your file that is incomplete or inaccurate, and report it to the consumer reporting agency, the agency must investigate unless your dispute is frivolous. See www.consumerfinance.gov/learnmore for an explanation of dispute procedures.
• **Consumer reporting agencies must correct or delete inaccurate, incomplete, or unverifiable information.** Inaccurate, incomplete, or unverifiable information must be removed or corrected, usually within 30 days. However, a consumer reporting agency may continue to report information it has verified as accurate.

• **Consumer reporting agencies may not report outdated negative information.** In most cases, a consumer reporting agency may not report negative information that is more than seven years old, or bankruptcies that are more than 10 years old.

• **Access to your file is limited.** A consumer reporting agency may provide information about you only to people with a valid need -- usually to consider an application with a creditor, insurer, employer, landlord, or other business. The FCRA specifies those with a valid need for access.

• **You must give your consent for reports to be provided to employers.** A consumer reporting agency may not give out information about you to your employer, or a potential employer, without your written consent given to the employer. Written consent generally is not required in the trucking industry. For more information, go to www.consumerfinance.gov/learnmore.

• **You many limit “prescreened” offers of credit and insurance you get based on information in your credit report.** Unsolicited “prescreened” offers for credit and insurance must include a toll-free phone number you can call if you choose to remove your name and address from the lists these offers are based on. You may opt out with the nationwide credit bureaus at 1-888-5-OPPTOUT (1-888-567-8688).

• **You may seek damages from violators.** If a consumer reporting agency, or, in some cases, a user of consumer reports or a furnisher of information to a consumer reporting agency violates the FCRA, you may be able to sue in state or federal court.

• **Identity theft victims and active duty military personnel have additional rights.** For more information, visit www.consumerfinance.gov/learnmore.

States may enforce the FCRA, and many states have their own consumer reporting laws. In some cases, you may have more rights under state law. For more information, contact your state or local consumer protection agency or your state Attorney General. For information about your federal rights, contact:

<table>
<thead>
<tr>
<th>TYPE OF BUSINESS:</th>
<th>CONTACT:</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.a. Banks, savings associations, and credit unions with total assets of over $10 billion and their affiliates</td>
<td>a. Consumer Financial Protection Bureau 1700 G Street, N.W. Washington, DC 20552</td>
</tr>
<tr>
<td>1.b. Such affiliates that are not banks, savings associations, or credit unions also should list, in addition to the CFPB:</td>
<td>b. Federal Trade Commission: Consumer Response Center – FCRA Washington, DC 20580 (877) 382-4357</td>
</tr>
</tbody>
</table>
2. To the extent not included in item 1 above:

<table>
<thead>
<tr>
<th>Item</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>a.</td>
<td>National banks, federal savings associations, and federal branches and federal agencies of foreign banks.</td>
</tr>
<tr>
<td>b.</td>
<td>State member banks, branches and agencies of foreign banks (other than federal branches, federal agencies, and Insured State Branches of Foreign Banks), commercial lending companies owned or controlled by foreign banks, and organizations operating under section 25 or 25A of the Federal Reserve Act.</td>
</tr>
<tr>
<td>c.</td>
<td>Nonmember Insured Banks, Insured State Branches of Foreign Banks, and insured state savings associations.</td>
</tr>
<tr>
<td>d.</td>
<td>Federal Credit Unions.</td>
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<tr>
<th>Item</th>
<th>Contact Information</th>
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<tbody>
<tr>
<td>a.</td>
<td>Office of the Comptroller of the Currency Customer Assistance Group 1301 McKinney Street, Suite 3450 Houston, TX 77010-9050</td>
</tr>
<tr>
<td>b.</td>
<td>Federal Reserve Consumer Help Center P.O. Box. 1200 Minneapolis, MN 55480</td>
</tr>
<tr>
<td>c.</td>
<td>FDIC Consumer Response Center 1100 Walnut Street, Box #11 Kansas City, MO 64106</td>
</tr>
<tr>
<td>d.</td>
<td>National Credit Union Administration Office of Consumer Protection (OCP) Division of Consumer Compliance and Outreach (DCCO) 1775 Duke Street Alexandria, VA 22314</td>
</tr>
</tbody>
</table>

3. Air carriers  
Asst. General Counsel for Aviation Enforcement & Proceedings Aviation Consumer Protection Division Department of Transportation 1200 New Jersey Avenue, S.E. Washington, DC 20590

4. Creditors Subject to the Surface Transportation Board  
Office of Proceedings, Surface Transportation Board Department of Transportation 395 E Street, S.W. Washington, DC 20423

5. Creditors Subject to the Packers and Stockyards Act, 1921  
Nearest Packers and Stockyards Administration area supervisor

6. Small Business Investment Companies  
Associate Deputy Administrator for Capital Access United States Small Business Administration 409 Third Street, S.W., 8th Floor Washington, DC 20416

7. Brokers and Dealers  
Securities and Exchange Commission 100 F Street, N.E. Washington, DC 20549

Farm Credit Administration 1501 Farm Credit Drive McLean, VA 22102-5090

9. Retailers, Finance Companies, and All Other Creditors Not Listed Above  
FTC Regional Office for region in which the creditor operates or Federal Trade Commission: Consumer Response Center – FCRA Washington, DC 20580 (877) 382-4357
Appendix 3: Church Pastor Covenant Sample

____________________________ and ________________________ Church
Pastor

Recognizing the governing principles as defined in the Constitution and By-Laws of the church as adopted, we adopt this covenant as evidence of our commitment to promote a harmonious working relationship between the membership and the pastor. We believe that these mutual agreements and understandings will be of benefit to the church in promoting its ministries and in fostering its continued prosperity and growth.

Each of us promises to support by our prayers and actions this Pastor-Church Covenant. We prayerfully request the leadership and guidance of the Holy Spirit in this endeavor.

The Pastor’s Expectations of the 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 faithfully praying, and by each member participating in the life and ministry of the church.
3. CONSULTATION with him about church affairs before decisions are made so that the church can benefit from his training and experience and so that the work of the church can be coordinated.
4. CONCERN for him and his family as evidenced by prayer support, an annual review of his total compensation, within the budget process.
5. AUTHORITY for him to approve or disapprove the coming of guest 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 found in the Scriptures, attendance at denominational meetings, and support for the denominational mission programs.
5. COOPERATION with civic and community organizations and with compatible inter-denominational endeavors.

The Pastor’s Obligation To the Church
1. To fulfill the duties of the office of pastor as a servant of the church rather than the church’s ruler who always knows what is best.
2. To seek to meet the spiritual needs of people through biblical preaching and teaching and to refrain from proclaiming personal opinions as the Word of God.
3. To meet the reasonable expectations of the congregation and serving under the leadership of God.
4. To manage personal and congregational money with integrity so as not to injure the witness of 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 be the pastor of all the people in the church.
6. To acknowledge that feed-back and constructive criticism from the congregation can be helpful and to be open enough to accept it and grow because of it.
7. To recognize the availability for assistance from local and state Baptist agencies.
THE CHURCH’S OBLIGATION TO HER PASTOR

1. To respect the office of pastor and to support the pastor’s ministry to which the pastor is called.

2. To guarantee the freedom of the pulpit so that the pastor can preach in a manner and style as the Spirit of God leads in accordance with the Scriptures.

3. To allow the pastor to be who God created the minister to be and to expect no more of the minister’s 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 an evidence of the church’s care and concern for the minister’s welfare.

5. To recognize that because the pastor is human who makes mistakes and needs forgiveness like everyone else and that because of the limitation of time the pastor may not be able to fulfill everybody’s expectations.

6. To talk directly with the pastor about any accusation made against the pastor instead of discussing it in secret and to refrain from passing judgment upon the minister until verification, validation and the concerns are addressed with the pastor.

7. To provide annual sabbatical time for the minister’s spiritual and emotional growth.

MATTERS OF MUTUAL AGREEMENT

1. The church shall have a pastor-church relations committee to 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.

2. When the pastor moves to the community in which the church is located, the church shall pay his 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 associational or state Baptist agencies.

4. If the pastor is dismissed, the pastor shall be paid three (3) months salary and benefits (not including expenses) as severance pay or until the minister secures other employment, which ever comes first. The pastor 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 of the minister’s resignation.

ANNUAL SALARY COMPENSATION

<table>
<thead>
<tr>
<th>Income</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td></td>
</tr>
<tr>
<td>Housing Allowance</td>
<td></td>
</tr>
<tr>
<td>Social Security Supplement</td>
<td></td>
</tr>
<tr>
<td>Housing Equity Fund</td>
<td></td>
</tr>
<tr>
<td>(If living in the parsonage, reportable as income only when received.)</td>
<td></td>
</tr>
<tr>
<td>Total Income</td>
<td>$</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Protection Coverage</th>
<th>$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Retirement:</td>
<td></td>
</tr>
<tr>
<td>Church contribution</td>
<td></td>
</tr>
<tr>
<td>Member contribution</td>
<td></td>
</tr>
<tr>
<td>Insurance:</td>
<td></td>
</tr>
<tr>
<td>Life</td>
<td></td>
</tr>
<tr>
<td>Medical</td>
<td></td>
</tr>
<tr>
<td>Disability</td>
<td></td>
</tr>
<tr>
<td>Total Protection Coverage</td>
<td>$</td>
</tr>
</tbody>
</table>
ANNUAL TIME ARRANGEMENTS

The church acknowledges that the pastor’s work cannot be rigidly regulated because of the nature of pastoral ministry. Crisis situations and emergencies along with meetings and a heavy schedule may alter the pastor’s schedule and sometimes necessitate his rearranging his work and/or leisure. The pastor maintains regular church office hours for the purpose of church administration, counseling with any person, and discussing church or personal matters with any church member.

The primary purpose of scheduling regular office hours is to make the pastor available to church members. If the pastor is away during office hours due to an emergency, a need in the community, or denominational activities, the secretary will be available to take a message and notify the pastor upon his return.

1. Work Schedule - The pastor’s normal work week will be Sunday through Thursday. Friday will be a discretionary day for the purpose of “catching up” church business or for the pastor to attend to personal matters. Saturday will be designated as the pastor’s day for family and personal activities.

2. Vacation - The pastor will have three (3) weeks paid vacation. The vacation should be scheduled to insure that the Pastor will not be away from the church for more than two (2) consecutive Sundays. Should the chairman or vice-chairman of the Deacons request the pastor to return to the church while on vacation, the church will be financially responsible for travel arrangements made by the pastor with approval of the Deacons.

3. Holiday Pay
   a. The pastor shall receive the following paid holidays:
      - New Year’s Day
      - Labor Day
      - Easter Monday
      - Thanksgiving Day (2)
      - Memorial Day
      - Christmas Eve
      - Independence Day
      - Christmas Day
   b. If a holiday falls on Saturday, Friday will be observed. If a holiday falls on Sunday, Monday will be observed, if a holiday falls on Wednesday, Thursday will be observed.
   c. If the pastor is required to work a scheduled paid holiday, he shall be entitled to substitute another workday.

4. Sabbatical - The pastor will have two (2) weeks for the privilege of attending conferences, assemblies, or retreats as he deems necessary providing the pastor is present on Sunday for all usual services and that his absence during the week does not prevent nor hinder the church program.

   In addition, the pastor shall have three (3) months every seven years for a sabbatical with pay. The church will pay for the cost of an interim during this three (3) month period. This period of time shall be for the purpose of improving his ministry and service to the church. A full description of the leave shall be approved by the deacons at least six months prior to the study leave being taken.

5. Revivals and Outside Speaking Engagements - The pastor may have two (2) weeks each calendar year for outside engagements.

6. Pulpit Supply - The church will pay for the pulpit supply for the following reasons:
   a. pastor’s vacation
   b. pastor in revival
   c. week of Denominational Convention, when necessary to leave early due to location of convention
   d. illness

   The pastor shall be responsible for securing the pulpit supply unless he is physically unable to do so.

7. The pastor shall be encouraged to lead or participate in mission trips on a regular basis. This ministry is considered part of the minister’s responsibilities and is counted as work.
8. Sick Leave - The pastor will be granted sick leave of one (1) day per month covering the work week of Sunday through Thursday. The pastor may accumulate two (2) weeks of sick leave. The pastor will begin with six (6) days of sick leave to cover the first six (6) months of employment. At the termination of his services to the church, no sick leave will be compensated.

9. Long Term Disability - In the event of a disabling accident or illness, the church will continue to pay the pastor his usual compensations through the sixth (6) month of his disability. The pastor’s disability insurance through the Southern Baptist Annuity Board becomes effective after the sixth (6) months of disability.

**Church Ministry-Related Expense**

<table>
<thead>
<tr>
<th>Expense Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automobile Reimbursement</td>
<td>$ ____</td>
</tr>
<tr>
<td>Convention/Conference Reimbursement</td>
<td>$ ____</td>
</tr>
<tr>
<td>Study Resources, Continuing Education, Books, Periodicals, CDs, Office supplies</td>
<td>$ ____</td>
</tr>
<tr>
<td>Mission Trips</td>
<td>$ ____</td>
</tr>
</tbody>
</table>

**Total Church Ministry-Related Expense** $ ____

* * * *

This Covenant is entered into with the prayer that the ministry of this church and the ministry of this pastor will bring glory to God and will advance His Kingdom.

Signed by:

Pastor ________________________________________________

Representative of the church ________________________________________________

Approved by the church on _____ / _____ / ____

(Date)
APPENDIX 4: CANDIDATE CALL AND PRESENTATION

NOTIFYING THE CHURCH OF THE PASTOR SEARCH COMMITTEE’S RECOMMENDATION

Obviously it is important that the entire church have adequate notice of the Pastor Search Committee’s desire to present a prospective minister to the congregation. If the church has been kept informed of the work and progress of the Pastor Search Committee, then it will be easy to communicate with them concerning the recommendation that the Committee will be making to the church.

Generally, a two week notice is given to the congregation that a vote will be taken on a given date as the Pastor Search Committee presents its recommended candidate. When the announcement of when the vote will be taken, it is also helpful to provide a summary of activities of when the candidate will visit.

According to the constitution and By-laws of most churches, a Special Called Business Meeting of the church is scheduled and called to consider the Committee’s recommendation. The written expectations of the pastoral candidate need to be communicated to the congregation at this time.

The forthcoming business meeting needs to be communicated in writing to the congregation using the accepted methods of the church for communicating important information and decisions. If a letter is sent to the congregation, a biographical summary may be included as well as the schedule of the visit by the pastoral candidate.
**APPENDIX 5: INSTALLATION SERVICE FOR THE NEW PASTOR**

Special People to Invite:

- Associational Director of Missions

Send out publicity local media, local denominational Association and the Religious Herald

**POSSIBLE ORDER OF SERVICE:**

- Prelude
- Call To Worship
- Hymn of Worship
- Invocation
- Welcome of Guest and Introductions
- Scripture Reading
- Prayer
- Hymn of Fellowship
- Offering
- Words of Welcome to the New Pastor (Chairperson of Pastor Search Committee)
- Special Music
- Sermon - (A person special to the church or to the new Pastor should be asked to preach on this special occasion.)
- The Signing of the list of Expectations (It is at this point that statements of commitment of the pastor to the people and the people to the pastor should be made.)
- Hymn of Commitment
- Benediction
- Postlude

At the conclusion of the service, ask the Pastor and his family to remain at the front of the church, so that people can come by and express their joy in having a new pastor. It would be good for deacons to go to the exits from the auditorium to greet the people as they leave.
Leader: By our calling of this person of God to be our pastor, we do now enter into a solemn covenant with our Lord and with our pastor that we will faithfully perform the tasks expected of us as members of God’s family and of this church. We will remember at all times the things which we have pledged to perform with our Lord and with our Pastor.

Congregation: With thankful hearts for God’s mercy and goodness, we accept this solemn covenant with God and with our pastor.

Leader: Recognizing this relationship with our pastor is by Divine appointment through the providence of God, we do now pledge to him our support as co-workers for Christ, our prayers as believers, our promise to participate in the worship services, and our support of the total program of the church. We will encourage and sustain him in the discharge of responsibilities as he follows the direction of our Lord.

Congregation: With understanding love and a willingness to serve God, we accept these responsibilities to go hand in hand with God and our pastor.

Leader: Acknowledging that in and through Jesus Christ we are strengthened, we promise to work toward the evangelization of this community and the worldwide extension of the Kingdom of God, to strive to enhance the church of Christ, and to endeavor to embody the truth of God’s word in our daily lives. This high obligation requires that we be good stewards of all we have received from God and that we show the love of Christ towards all persons whom our influence touches.

Congregation: With a fervent desire to advance the cause of Christ, we accept this challenge of our covenant.

ALL: REMEMBERING GRATEFULLY ALL OF THOSE WHO HAVE GONE BEFORE US IN THE FAITH OF OUR FATHERS, WITHOUT WHOSE SACRIFICE AND DEDICATION WE WOULD NOT BE HERE TODAY, WE PAUSE TO HONOR OUR CHURCH’S PAST WITH JOY FOR THOSE WHO SHALL COME AFTER US, WE JOIN HEARTS TO GO FORWARD IN CHRISTIAN UNITY AND FELLOWSHIP THROUGH OUR LORD AND SAVIOR, JESUS CHRIST. TO GOD BE THE GLORY FOREVER. AMEN!