

2020

CHURCH TRANSITIONS HANDBOOK

As practiced by The Free Methodist Church in Canada

[for use by the local church Pastoral Leadership Task Force]

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SECTION ONE - FIRST STEPS IN THE CHURCH TRANSITION PROCESS

The Pastoral Leadership Task Force (PLTF)

Once your local church goes into transition, the Director of Leadership Development will guide the local church in choosing members for Pastoral Leadership Task Force (PLTF). This consists of five to seven people, including the Delegate, who:

- are members and/or preparing for membership, and who have had significant involvement in the local church for at least a year
- fairly represent the demographic of the congregation and are committed to finding the best person to lead the church through the next chapter (a person with Human Resources experience who meets these qualifications could be a helpful resource)
- are spiritually mature and committed to involvement that may last several months.
- have a reputation of being able to keep information confidential
- are willing to work in co-operation with the Bishop, Director of Leadership Development and the MEGaP committee.
- are not local church employees, Ministerial Candidates or Lay Ministers who are tracking for ministry within the FMCIC, ordained members of conference or located ministers.

It is vitally important to choose people who are agenda-free, who can set aside what they personally want in their next pastor, and who can think about the big picture and the good of the whole church. It is also wise to make sure the number of committee members is an odd number of people, to prevent stalemates when taking any votes.

As a PLTF member, you have the responsibility of working with the Director of Leadership Development, the Bishop and the Ministerial Education Guidance and Placement (MEGaP) Committee of The Free Methodist Church in Canada in a search for the person who will give pastoral leadership to the next stage of your church's development. This is an important responsibility and will likely involve hours of dedicated committee work, prayer, communication and interviewing.

In this Handbook, you will learn how to:

- identify the anxiety often experienced by churches in transition and how to address that in your congregation.
- minimize the painful loss of momentum your church will experience without a pastor;
- recognize the specific stage of pastoral transition the church is in;
- form a customized timeline and communication plan for your unique search situation;
- use the tools necessary for creating an effective job description, church profile, compensation package, interviewing guidelines and communication plan, as well as for conducting interviews with prospective candidates.

At the end of the process, you will have a person to recommend to the Bishop and MEGaP as your next pastor.

It is suggested that the members of the PLTF sign a covenant agreement which outlines clearly what they are committing to and giving a written word of their dedication to see the pastoral search process through. (see Appendix “A” for a sample covenant agreement)

Dealing with the emotional feelings of the congregation.

When a minister announces an intention to leave a current appointment, some members of a congregation may feel betrayed or deserted. Others may feel sorrow, guilt and self-doubt. Some think the church will fall apart. A few will feel relief that a change is about to happen. These are all normal feelings that accompany this kind of transition.

It is right to understand and expect feelings that are similar to those experienced during periods of loss and grief. These include denial, anger, bargaining, depression, and finally acceptance. It is important that while many in the congregation will go through these various stages, they will not necessarily happen at the same time so patience and understanding will be required. Some members of the congregation will require extra care. The Pastoral Leadership Task Force (PLTF) can help the process by providing opportunity for these feelings to be expressed.

Since the pastor and family may also struggle with feelings of loss, it would be helpful for the PLTF to invite the departing minister to meet with them for an “exit interview” to share thoughts, concerns, and hopes for the local church. This could provide a healing moment that helps the minister “let go” and express feelings about leaving. An exit interview guide is found in Appendix “B”. If the pastor departs before the PLTF is formed, then an exit interview will not be possible.

Pastoral transitions require a fresh start. It is, therefore, wise not to invite the previous minister back to do weddings, baptisms, funerals, or other pastoral involvements. An outgoing pastor should consult with the new pastor before returning for any pastoral involvement.

Spiritual leadership of the congregation through the time of transition

The average church transition takes twelve to twenty-four months. Regardless of where the church finds itself during this transition time, we need to remember that this is God’s church and that He still has a plan for the things He wants to accomplish. Transition time is not simply a human resources exercise. It is a spiritual discernment exercise of listening to God’s voice, seeking His wisdom and obediently following His direction. When you keep the Holy Spirit as a guide through the process, you’ll be able to see God’s hand through each step. The best way to do this is to make this transition time and the search for a new pastor a matter of prayer for the entire congregation, not just the Board and the PLTF.

Some matters to pray about during this transition time:

- needs of the congregation including things that may need to change or heal
- for the outgoing pastor and his/her family
- wisdom and guidance for the leadership
- unity for the church
- unity and discernment for the PLTF
- patience, wisdom
- that God would begin working in the heart of your next pastor

Some suggestions for prayer: (see prayer calendar template in Appendix “C” for other ideas):

- pray intentionally and expectantly
- use specific prayer – ie. a commissioning prayer for the PLTF
- have special times of prayer for the entire congregation (including times of fasting)

Is this the time for a transition pastor?

A transition pastor is a member of the conference (or a supply) who is appointed to a local church for a period of time BEFORE the search process becomes active. This appointment is not intended to provide a temporary stand-in but to serve a particular need in the church during the transitional period. A transition pastor will have clearly defined goals to accomplish BEFORE the search process becomes active and will have expertise and training to give guidance and coaching to the search process. (see Appendix “D”-Transition Pastor Job Description template)

There are times when the possibility of a transition pastor should be considered:

- when there has been a long term pastoral relationship (10 or more years)
- when the community of the local church has undergone drastic changes and the conference needs to assess the changing role of the local church in the community
- when a minister has died while serving the local church
- when the last minister has had an authoritarian style of leadership and the congregation wants to build greater lay participation in the church’s ministry
- when there has been conflict in the local church, the congregation is polarised, the minister was asked to leave, and there needs to be healing in the congregation
- when there are reasons to extend the transitions process and it would be wise to wait for up to a year before appointing the next lead pastor

Transition pastors bring special gifts to the task. They may assist the local congregation:

- to develop a vision for ministry
- to deal with conflict
- to heal divisions
- to provide new models for ministry and mission
- to assist with transitioning to a board model of leadership that is a better fit for the church
- to serve as a resource to the PLTF
- to make the transition to new leadership

Please contact the Director of Leadership Development to discuss how a transition pastor would be valuable in your situation.

What happens if the Transition Pastor wants to apply for the job?

If the church engages a transition pastor, then the transition pastor becomes interested in applying for the permanent position, the following steps need to be taken:

- The transition pastor needs to declare his/her intention to apply for the position to the PLTF and to the Director of Leadership Development.
- The transition pastor is made aware that his/her interest does not halt the process. S/he now submits to the application process by sending a resume and cover letter for consideration along with any others that are received.
- S/he also steps back from any coaching/resourcing work with the PLTF.

Meeting pastoral needs in an interim period (while the search is underway).

The process of searching for a new pastor will likely extend beyond the time when the previous pastor has left. This can be a difficult time in the life of the church. It may also be a time when lay leaders feel free to come forward to exercise spiritual gifts for the benefit of the whole congregation.

It is important that the Board makes provision for the ongoing ministry during this time, even when a transition pastor has been appointed. Care must be taken not to fall for the temptation to “coast” until the new pastor is engaged.

Who will do the work of the lead pastor during this time? Here are some possibilities:

- A transition pastor (see above).
- An interim pastor hired to provide basic pastoral functions during a transition time (preaching, visiting, etc.).
- Lay persons from within the local church could do some pastoral visitation, lead worship, or co-ordinate the small group or Christian Education program. Some could occasionally preach.
- There may be a number of ordained persons who could supply the pulpit if/when the transition pastor is not available. They may be retired ministers without regular Sunday responsibilities, or for whatever reason they are currently without an appointment at a local church. Ministerial Candidates or Commissioned Ministers may be able to help out once or twice. Check the weekly Bishop’s notes for a list of available pulpit supply pastors or contact the Director of Leadership Development.
- One person might become a regular pulpit supply. This may be a student, a Ministerial Candidate, a retiree, a professor in a Christian college or a minister who is in special relationship with the Conference. There are a number of persons who have expressed an interest in this type of work within a given distance from their home.
- A minister in a neighbouring church may be willing to help out for crisis pastoral care, weddings, funerals, and the administration of the sacraments.

Communication with Congregation:

Regardless of how long the process takes, clear, consistent and appropriate communication from both the Board and PLTF to the congregation are essential. Regular updates informing the congregation as to where the PLTF is in the transition process, and regular prayer updates need to be communicated. Be consistent – the Board and PLTF need to work together.

CONFIDENTIALITY:

Large portions of this process are confidential, so part of the communication plan is to remind the congregation of the confidential nature of the process. It is very important that the PLTF covenant together to keep the process confidential. Information cannot be shared with anyone, including the spouses of PLTF members. While this level of confidentiality is necessary for everyone involved, it is particularly important for those candidates who have applied and who are currently serving as pastors under appointment in another church.

Communication with the Outgoing Pastor:

Here is some guidance about the local church's relationship with the outgoing pastor if s/he is staying in community:

- The denomination communicates to the pastor that s/he is not to attend the local church for a minimum of six months after the new permanent pastor has started.
- It is not recommended that the previous minister be invited back to do weddings, baptisms, funerals, or other pastoral involvements. There are however some special circumstances and situations, so a clear process of communication for special requests (ie baptisms, funerals, weddings, attending special church functions, etc.) needs to be established through the Board. An outgoing pastor should consult with the Board and the new pastor before returning for any pastoral involvement.
- As the six months is drawing to the end, the Board and new pastor need to communicate with the previous pastor as to whether a return is appropriate or whether more time is needed, and in either case, that needs to be clearly communicated to the previous pastor.

What about current pastoral (appointed and/or employed) and other staff members during the transition and when a new lead pastor is hired?

That process is guided by existing church policy. If no policy is currently in place, the Board will need to establish an understanding with current staff as to what the process will be, such as:

- The transition pastor's role with existing staff (ie, is the transition pastor the supervisor of the staff, or is the Board chair?).
- Letters of resignation are submitted to the board by all staff.
- Regular staff performance evaluations continue to be done during the transition period up until new pastor arrives.
- Discuss with the new pastor a reasonable probationary period for him/her to work with current staff to determine whether the staff will remain or the resignation letters will be accepted.

There are no promises made about employment/appointment status for any staff once a new lead pastor is employed. The Board needs to have conversations with the current staff about additional expectations during transition time (ie, Associate/Assistant Pastor preaching more, visitation, etc.)

POLICIES FROM *THE MANUAL OF THE FREE METHODIST CHURCH IN CANADA*

¶875 POLICIES FOR PASTORAL TRANSITIONS AND APPOINTMENTS IN THE FREE METHODIST CHURCH IN CANADA

The Free Methodist Church in Canada, through the ministerial education, guidance and placement committee, appoints pastors to local churches. While the appointment of pastors by the conference is a historical distinctive of Methodism, the process of making appointments has been modified from time to time to meet the changing needs and expectations of pastors and local churches throughout the history of the denomination.

In keeping with the expressed core values of The Free Methodist Church in Canada and the commitment to empower the local church, the process of appointment has been further modified to involve the local church in a greater and more responsible manner.

1. The director of leadership development and church health declares a pastoral transition through a letter sent to the church and pastor when:
 - a. The director of leadership development and church health agrees in writing to a pastor's signed request to be released from the present appointment. The director of leadership development and church health will advise the bishop and the church. The church is to receive at least sixty days notice unless modified by an agreement signed by the director of leadership development and church health, the pastor and the delegate(s).
 - b. The director of leadership development and church health agrees in writing to a signed letter of request from the chair of the official board and delegate indicating that a strong majority (75%) of the official board has expressed in a recorded vote that they have lost confidence in the pastor's capacity to lead the congregation
 - c. If a performance appraisal of the pastoral leader (see ¶335), based on the current official board approved job description (built locally and reflecting the current vision and stated mission) results in an overall average score below 5.5, the results will be referred to the director of leadership development and church health and the ministerial education, guidance and placement committee (MEGaP) who may declare that the church is in transition. The pastor is to receive at least sixty days' notice unless modified by a salary continuance agreement as outlined in ¶880.
 - d. Disciplinary action of the bishop and MEGaP committee necessitates a transition in leadership.
 - e. After an appraisal, it is the opinion of the conference, through the MEGaP committee, that a transition is necessary for the health of the church, the pastor or both.
 - f. At the discretion of the MEGaP committee, the conference appoints a pastor to another charge. The vacancy created by such action places a church in transition.
2. Once a church has been declared in transition:
 - a. The local board will be instructed by the director of leadership development and church health to establish a pastoral leadership task force (PLTF) of at least four persons who:

- are members and/or preparing for membership, who have had significant involvement in the local church for more than a year.
 - fairly represent the makeup of the congregation
 - are committed to involvement that may last several months.
 - are willing to work in co-operation with the director of leadership development and church health and the MEGaP committee.
 - are not local church employees, ministerial candidates or lay ministers who are tracking for ministry within the FMCIC, members of conference or located ministers.
- b. The delegate(s) shall be a member of the pastoral leadership task force.
3. The director of leadership development and church health or a designee will be assigned to guide the pastoral leadership task force.
4. The first task of the pastoral leadership task force (PLTF) is to develop a church profile to be given to prospective candidates which should include:
- a. A clear job description based on the current vision and stated mission approved by the official board. The Job Description Performance Appraisal System (JDPAS), a resource available from the conference at the expense of the local church, is recommended for use in evaluating the present condition of the church's ministry and for communicating the role of the pastor to the MEGaP Committee for presentation to prospective pastors.
 - b. If the JDPAS process is not used, the profile must include the church's present vision, mission, core values and pastoral job description. The pastoral job description should be built on biblical, community and congregational research.
 - c. A profile of the local church will also include:
 - local church description (i.e., building, pastoral history, finances, staff)
 - community information describing the positive life of the village, town or city
 - the preparation of other proposals for pastoral leadership with supporting rationale (For example, a church may need to face the reality that they can only recommend a bi-vocational pastor to give leadership at this time.)
5. The director of leadership development and church health and/or MEGaP committee, in consultation with the PLTF, and using the summary of the profile, will develop a short list of MEGaP approved potential candidates. When a transition pastor has been appointed, he/she should not assume that he/she will be recommended as the new lead pastor. He/she may, however, be considered for short lists. The short list will contain no more than three names. Short-listed pastors will be informed by the PLTF that they are on a short list.
6. The PLTF will limit its consideration of candidates to the short list. The PLTF will develop an appropriate interview process in consultation with the director of leadership development and church health. (See the "Transitions Handbook" available from the director of leadership development and church health's office.) All candidates on the short list will have a first interview by telephone or in person, depending on travel distance. Further interviews, after the initial interview, may be limited to only one candidate, and not necessarily extended to all short-listed candidates. An invitation to participate in a worship service at the local church may be offered to only the final candidate.

7. During this process the chairperson of the PLTF needs to maintain clear and current communication with the candidates and the director of leadership development and church health or designate.
8. The PLTF process will eventually result in the preparation of a recommendation to the director of leadership development and church health for action by the MEGaP committee. A Letter of Understanding (§879) will have been drafted and signed by the candidate prior to the recommendation being sent to the director of leadership development and church health. The PLTF will notify unsuccessful candidates in writing.
9. The recommendation should use the following wording: *The Pastor and Board of Name Free Methodist Church, City, Province recommends to the Ministerial Education Guidance and Placement Committee that Candidate's Name be appointed to Church name as Title of Position effective date that the appointment should start.*

Note: The assigning of a pastor's title is the responsibility of the local church. (See Par. 374.4.) If, in the future, an appointed pastor's title is changed because of a job description change, the local church will inform the credentialing coordinator of the FMCiC of the new title. The only exception to this is in the case of a staff pastor becoming a lead pastor (including assuming a transition lead pastor role). In this case, an appointment recommendation needs to be made to MEGaP.

10. When the MEGaP committee approves the recommendation from the PLTF, the bishop will announce the new appointment, thus completing the process. The PLTF will disband.
11. The receiving church will be responsible for the expenses incurred in the recruitment and moving of a new pastor.

Note: These are the first pages of a document that is used to coach local churches when they go into transition. These pages summarize the policies and process of pastoral transitions as practiced in The Free Methodist Church in Canada. The complete *Transitions Handbook for Churches* is available from the FMCiC website. The chart on the following page summarizes the whole process.

*MEGaP
Revised August 29, 2020

Establishing a Timeline

While the pastoral search process is a spiritual endeavour, you will need to establish a timeline or schedule (see chart below). Some key points in planning a timeline:

- When will PLTF meet with the Director of Leadership Development or his designate?
- When will the local church do the Life Plan?
- When will the church profile be done?
- When will the final job description be done?
- After receiving resumes and creating a short-list, when will the first phone/video conferencing interviews be completed?
- When will the first in-person interviews happen?
- When will the second interviews happen?
- When will the on-site visit take place?

- When will an offer be extended?

BISHOP Declares church as “in transition” ↓		
DIRECTOR LEADERSHIP DEVELOPMENT (DLD) Guide entire transitions process (12-24 months) ↓		
LOCAL CHURCH BOARD		PASTORAL LEADERSHIP TASK FORCE (PLTF)
meets with DLD to establish PLTF and decides on whether to seek a transition or interim pastor, establishes PLTF	← As soon as possible after transition is announced	
	→ Once PLTF is established	meets with DLD for orientation to process and elects chairperson
participates in Life Plan guided by DLD and shares data with PLTF	← (3-6 months)	
	→ (2-4 months)	guided by DLD, uses Life Plan data to prepare Church Profile and job description
prepares remuneration package, refines and approves Job Description	← (1 month)	
	→	uses Board approved Job Description to form part of Church Profile
	→ (job posted for 4-8 weeks)	Chair submits completed Church Profile to DLD for posting (requests for profile are sent to DLD/resumes are received by DLD)
	→	Chair receives resumes from DLD
	→ (within 2-3 weeks)	creates short-list of candidates
	→ (1-3 months)	interviews candidates
	→	chooses successful candidate and Chair informs Board
informed by PLTF Chair of successful candidate	←	
Board chair negotiates and signs Letter of Understanding (¶879) with successful candidate and informs PLTF chair when completed (Board chair informs treasurer to be in contact with candidate to complete payroll documents)	← (1-2 weeks)	
	→	Chair sends request for appointment to Bishop
↓ Bishop sends appointment request to the regional Ministerial Education Guidance and Placement (MEGaP) committee by email to vote for approval of appointment.		

↓ (1 week)
Bishop sends letter to delegate announcing the appointment. Letter to be read by delegate to congregation the following Sunday. Bishop announces new appointment in next issue of the Bishop's Notes.

SECTION TWO – DEVELOPING THE PROFILE

PART A

LIFE PLAN

VISION, MISSION, CORE VALUES

JOB DESCRIPTION

Conduct/Update the Life Plan

A transition can be an important time in terms of addressing church health issues. The Free Methodist Church in Canada is committed to the health of its local churches. We have developed a strategy called the Life Plan to ensure that we are faithful to both God and our neighbours.

The Life Plan is a cyclic health conversation designed to lead congregations into responding and faithfully adapting to their changing context.

Every church should have a ministry plan in place. Many churches use the Life Plan process to develop a ministry plan. The PLTF will need to examine the current Life Plan information for the local church to help in the formulation of a job description and the church profile. The Board may instruct the PLTF to engage in all or part of the Life Plan process if the data is not current. An introduction to the Life Plan can be done through the Director of Leadership Development.

Call the Director of Leadership Development, Rev. Marc McAlister at 289-675-2773 or email him at marc.mcalister@fmcic.ca to book a Life Plan seminar.

For complete information on the Life Plan go to this link: <https://www.fmcic.ca/lifeplan/>

There are also other church health tools that could be helpful in updating information. The Director of Leadership Development will talk about those resources with the PLTF.

It is beneficial to include Ministry Map results from the Life Plan, NCD results (contact the Ministry Centre for forms), perceived congregational health survey results (go to this link: https://www.formsite.com/reports/form937944439/secure_index.html), etc., in the church profile.

Vision, Mission and Core Values

Include the Vision, Mission and Core Values in the church profile. (see Appendix “E” for a template)

Create/Modify the Pastoral Job Description

Doing Life Plan or using other church health resources may result in a change to the current pastoral job description. The PLTF can suggest updates to the job description based on the current data. Those need to be submitted to the Board for approval. The Board minutes need to reflect that the job description has been modified and approved. The Board approved pastoral job description needs to be included in the church profile. Appendix “F” describes a process for creating or modifying a pastoral job description. A job description template is also included as Appendix “G”. As each part is completed in Appendix “F”, the results should be written into the template in Appendix “G”.

MAKE SURE TO CLEARLY INDICATE WHETHER THE PASTORAL POSITION IS FULL TIME/ HALF TIME/ THREE-QUARTER TIME.

Besides the job description template, sample job description templates are available from the Director of Leadership Development upon request.

SECTION TWO – DEVELOPING THE PROFILE

PART B - LOCAL CHURCH INFORMATION

In this section you will be gathering information that is needed for your church profile but is not included in the Life Plan data.

(The information in this box must be on page 1 of the church profile document)

Date: _____
Name of Church: _____
Location Address: _____
Mailing Address: _____ Phone: _____
Email Address: _____
Contact Person (PLTF Chair): _____
Mailing Address: _____ Phone: _____
Email Address: _____

I. PEOPLE INFORMATION

Membership:

Total Membership: _____
Number of new members in the past five years _____
Number of families in your Church Directory/mailling list _____

Average Attendance:

Morning Worship _____
Sunday Evening (if applicable) _____

Discipleship Ministries:

Christian Education Classes _____
Small Groups (Mid-week programs) _____
Other: _____

Age Distribution of Members and Adherents:

Age 0-4	_____	Age 45-54	_____
Age 5-14	_____	Age 55-64	_____
Age 15-19	_____	Age 65-74	_____
Age 20-24	_____		
Age 25-44	_____	Age 75-84	_____

Age 85 + _____

Occupation of Primary Income Provider:

(Please indicate the number of persons in each category.)

- | | |
|---|--|
| <input type="checkbox"/> _____ Business | <input type="checkbox"/> _____ Agriculture |
| <input type="checkbox"/> _____ Construction | <input type="checkbox"/> _____ Education |
| <input type="checkbox"/> _____ Clerical | <input type="checkbox"/> _____ Government |
| <input type="checkbox"/> _____ Professional | <input type="checkbox"/> _____ Manufacturing |
| <input type="checkbox"/> _____ Health Care | <input type="checkbox"/> _____ Other |
| <input type="checkbox"/> _____ Food Service | <input type="checkbox"/> _____ Retired |

Household Income of congregational families:

- | | |
|--|--|
| <input type="checkbox"/> \$00-\$19,999 | <input type="checkbox"/> \$60,000 - \$99,999 |
| <input type="checkbox"/> \$20,000-\$39,999 | <input type="checkbox"/> over \$100,000 |
| <input type="checkbox"/> \$40,000 - \$59,999 | |

Education of Adult Members and Adherents:

- | | |
|--|--|
| <input type="checkbox"/> Public School | <input type="checkbox"/> Bachelor's Degree |
| <input type="checkbox"/> High School | <input type="checkbox"/> Master's Degree |
| <input type="checkbox"/> Some University/College | <input type="checkbox"/> Doctorate |

All ethnicities represented in this church community:

2. INTERNAL RELATIONSHIPS AND MORALE

(This section would not necessarily be included in the packet given to a candidate, though it is important to address these issues.)

Are there problems or tensions? ☐ No ☐ Yes If yes, please explain:

3. FACILITIES INFORMATION

Age _____ years Mortgage: Yes ☐ No ☐ Value of Mortgage \$ _____

Seating Capacity of: Sanctuary _____ Fellowship Hall _____

Do the facilities include?

- ☐ Recreational Facilities Type (if yes) _____
- ☐ Pastor's Study

☐ Other Offices Please list _____

Any plans for expansion or relocation? ☐ **No** ☐ **Yes** Please explain:

Is the parsonage provided? ☐ **No** ☐ **Yes** (If yes, please provide a description and photo if possible)

Does the congregation maintain day care, other income generating programs, or community based programs? ☐ **No** ☐ **Yes** (If yes, please provide a description)

4. COMMUNITY INFORMATION

Principal Employers: _____

Type(s) of Business: _____

Educational Institutions: ☐ University ☐ College ☐ Trade School

Please describe the neighbourhood where the church is located: (Mark all that apply.)

☐ Old / ☐ New / ☐ Both

☐ Residential / ☐ Commercial / ☐ Both

☐ Owned homes / ☐ Rentals / ☐ Both

☐ Apartments / ☐ Single Family / ☐ Both

☐ Multicultural _____ Yes _____ No

Are the church people involved in community life? ☐ **No** ☐ **Yes** (If yes, list community organizations and activities that are supported by the church people:)

5. ORGANIZATION AND ADMINISTRATIVE STRUCTURE INFORMATION

Name of Board Chair: _____

Is the membership list current? ☐ Yes ☐ No

Are there published annual reports to the congregation? ☐ Yes ☐ No

Is the Pastor's Cabinet active and effective? ☐ Yes ☐ No

6. PLTF INVENTORY

THIS CONGREGATION HAS A BOARD APPROVED:	YES	NO
1. Concrete vision statement projected two years out		
2. Mission statement		
3. Budget (Core giving is at _____ %)		
4. Systems for:		
Assimilating new people (from first contact to membership)		
Membership (Base 1)		
Maturity (Base 2)		
Ministry (Base 3)		
Mission (Base 4)		
5. Ministry teams for:		
Small Groups		
Care ministries (Visits to poor, shut-ins, seniors)		
Maintenance		
Crisis		
Counseling		
6. Staff Development Plan – Performance Appraisals for major ministry leaders		
7. Mission Development Plan directed towards:		
Community (crowd events)		
Specific Target Groups		
“...And Beyond” initiatives		
Meeting Social Needs		
8. Performance Appraisal Systems for Staff		
9. A System of Governance using Governance Model		
10. An Organizational Chart		
THIS CONGREGATION ALSO HAS:	YES	NO
11. Knowledge of our management temperaments and styles		
12. Spiritual sensors (prayer partners, intercessors, regular reports on spiritual victories, etc.)		
13. Emphases for the month, quarter, year, 5 years, 10 years		
14. Minimum factor (NCD) identified		
15. Highest NCD score identified		
16. Completed the Life Plan in <u>20</u> (year)		

7. PERSONNEL EMPLOYED BY THE CHURCH

Please list all full time and part time paid (and/or appointed) staff:

POSITION	Paid	Volunteer	Full-Time	Part-Time

8. PASTORAL RELATIONS

How long have previous Lead Pastors served?

1. Name _____ No. of years _____
2. Name _____ No. of years _____
3. Name _____ No. of years _____

Has the church been divided over pastoral leadership in recent years?

(Please explain. Use additional paper, if necessary.)

Is the church currently in any type of conflict? If so, please describe:

9. PASTORAL FINANCIAL SUPPORT See *The Manual of The Free Methodist Church in Canada*, Chapter 8, ¶878. <https://www.fmcic.ca/our-ethos/the-manual/>

Pastoral financial support is set and approved by the Board. After receiving the church profile, potential candidates may inquire about financial support. Be prepared to discuss the “range,” the likely minimum and the likely maximum of a pastor new to this church. A salary comparison of similar FM churches will be sent to the Board chair when the PLTF is formed. (see also resource Appendix “K” for salary grid – this is only a guide and not a denominational policy for setting a pastor’s salary).

Note: The box below needs to go into the profile under this section. Do not include actual numbers.

Salary is base salary (taxable) + Housing allowance (non-taxable) (¶878.1)
(You must apply to Canada Revenue Agency [CRA] in November of each year for payroll tax reduction at source for the following year, otherwise file for the allowance when you file your income tax return)
Benefits: Life/Extended Health/Dental/LTD (¶878.2- 878.5) (You are required to participate if you are paid for at least 20 hours per week. You may opt out of extended health and dental coverage provided you document that you have spousal coverage. You may not opt out of Life or Long Term Disability [LTD])
Travel Allowance Budget (¶878.7)
Other Benefits: Continuing Education, Entertainment, Allowed days away, Vacation Days, Family Camp, Ministry/Mission Days (Ministry in other churches), Bereavement Days, and Conference/Seminar Days. (¶878.6)

10. ADDITIONAL COMMENTS

Copies of current Annual Reports from the last two years will be attached to this profile. (The Credentialing Coordinator will have copies available to send with the profile.)

SECTION TWO – DEVELOPING THE PROFILE

PART C - COMMUNITY INFORMATION

Be sure to include in the profile:

- information gathered from the Chamber of Commerce, City/Town, School Board websites, etc.
- include website links describing your community
- give information about employment opportunities for the spouse
- tell about the schools and hospitals
- describe the recreation opportunities

Your profile needs to attract not only the candidate but the candidate's family. Present your community as positively as possible.

SECTION TWO - DEVELOPING THE PROFILE

PART D - COMPLETING & SUBMITTING THE CHURCH PROFILE

A completed local church profile should include:

- ☐ a cover page that has all the contact information for both the church and the PLTF Chairperson clearly stated (and perhaps a photo of the church)
- ☐ board approved pastoral job description clearly indicating full-time, part-time or three-quarter time (Section 2a)
- ☐ local church Vision, Mission and Core Values (Section 2a)
- ☐ local church information (Section 2b)
- ☐ local community information (Section 2c)
- ☐ any other relevant Life Plan data or documents (i.e. NCD results, Ministry Map, perceived congregational health survey results, etc.)

Forward a copy of the completed church profile and pastoral job description (in Word format preferred) by email attachment to:

**DAVIKA DOTSON – ADMINISTRATIVE ASSISTANT
LEADERSHIP DEVELOPMENT OFFICE
The Free Methodist Church in Canada
Email: davika.dotson@fmcic.ca
Fax: 905-848-2603**

The posting will be advertised typically for four to five weeks in the weekly Bishop's Notes (which are sent to all pastors in the denomination) and on the FMCiC website at <https://www.fmcic.ca/transition-index/>. During that time, the local church profile will be sent to any prospective candidates who request a copy. Resumes will be received by the Leadership Development Administrative Assistant and will be forwarded to the PLTF chairperson after the posting deadline date.

NOTE: The PLTF chair needs to remind the Board chair that the job is being posted and in about a month the PLTF will be receiving resumes. The Board needs to finalize the financial package to be available for the PLTF during the interviewing stage.

SECTION THREE – SEEKING CANDIDATES

UNDER NO CIRCUMSTANCES should there be communication between any member of the PLTF and any potential applicant with a view to asking that person to submit a resume. That type of communication is a direct conflict of interest.

If a member of the congregation approaches a PLTF member with the name of potential candidate, the PLTF member will make them aware of the appropriate process for that candidate to apply for the position. If the PLTF or Board receives a resume directly, that resume must be forwarded to the Credentialing Coordinator.

PART A - GUIDELINES FOR SEEKING CANDIDATES INSIDE THE FMCIC AND CURRENTLY UNDER APPOINTMENT

There should be no communication between anyone from the local church in transition and any pastor under appointment at another local Free Methodist church to ask that pastor to apply for the position. All communication with a potential applicant must be made through the Director of Leadership Development (DLD).

The PLTF chairperson may request that the DLD ask another pastor under appointment in The Free Methodist Church in Canada (FMCiC) to consider a call to come lead the church in transition. Any pastor who is a full member of conference may be considered for any local church in the FMCiC listed as in transition. The dynamics of two local churches in the FMCiC discussing a possible move must be very carefully planned.

The communication about a possible move **MUST COME THROUGH THE DIRECTOR OF LEADERSHIP DEVELOPMENT**. The reasons for this are to protect both local churches and the pastoral candidate.

The pastor under appointment needs to investigate a call of God to another church. In the early stages this must be done with a very high degree of confidentiality. The investigating of a potential move to another church may or may not lead to being short-listed or having an interview.

A profile can be sent to the investigating pastor **BY THE LEADERSHIP DEVELOPMENT ADMINISTRATIVE ASSISTANT ONLY!** After reviewing it and prayerfully considering the profile, the candidate may no longer want to pursue this option and will communicate that decision to the Director of Leadership Development or his Administrative Assistant.

Whenever a pastor under appointment considers a call to another local church, his/her attention is divided until a decision is made. The pastor is no longer fully committed to the current local

church while dreaming of possibilities of leading another church. Therefore the process requires guidance from the DLD to make the investigation as brief as possible.

The DLD will guide the process as to when to increase the circle of confidences as the seriousness of the investigation increases. Keeping these confidences is not to create an atmosphere of secrets, but to maintain stability in the local church where the investigating pastor is currently serving, especially if the investigation does not proceed to an interview.

If any person from the Pastoral Leadership Task Force (PLTF) or any member of the local church in transition tries to directly contact a pastor under appointment in another local church, rumours and suspicions can quickly deteriorate the relationship between the two local churches and also deteriorate the relationship between the investigating pastor and the current local church where his/her appointment is held.

The PLTF may be perceived to be arrogant or just disrespectful by the other church. The PLTF could be perceived as “picking fruit from someone else’s tree.”

If direct contact with another pastor is made, the PLTF has opened the door for rumours that can hurt their own process as well. The reputation of the local church that appointed the members of the PLTF to act on their behalf could have its character impugned. The rumours of a pastor leaving and the circumstances for why s/he might be leaving could be cast in a light that puts the PLTF in the position of having acted unethically, thus decreasing the possibility of attracting any other potentially desirable pastoral candidates.

The DLD or his/her designate needs to create an atmosphere where both the pastor and the local church can investigate this call confidentially without the ugliness of rumours. This is the purpose of keeping strict confidences early on in the process and providing guidance in such a way that does not destroy a ministry or a church’s reputation.

Conclusion: The initial contact with any pastor under appointment at any other local Free Methodist church must be made by the Director of Leadership Development who will guide the process to ensure strict confidentiality and good communication and to minimize rumours among churches while allowing for the investigation of a call to take place.

SECTION THREE – SEEKING CANDIDATES

PART B - GUIDELINES FOR LOOKING OUTSIDE THE FMCiC FOR CANDIDATES

Through the normal channels of posting the position, people from outside the denomination can request the profile documents from the Leadership Development Administrative Assistant, and then if interested, can submit a resume and cover letter to be considered.

UNDER NO CIRCUMSTANCES should there be communication between any member of the PLTF and any potential applicant with a view to asking that person to submit a resume. That type of communication is a direct conflict of interest.

If a member of the congregation approaches a PLTF member with the name of potential candidate, the PLTF member will make them aware of the appropriate process for that candidate to apply for the position. If the PLTF or Board receives a resume directly, that resume must be forwarded to the Leadership Development Administrative Assistant.

If an applicant is from outside the denomination, there are some denominational processes that will happen in a timely manner to ensure theological fit with the denomination.

If someone on the Board or a member of the congregation becomes aware of a potential applicant's interest from outside the denomination, they need to direct that person to the Leadership Development Administrative Assistant to request the church profile and job description.

If someone is aware of a potential applicant from outside the denomination who they believe might be a fit, they should direct that person to contact the Leadership Development Administrative Assistant to request the profile and job description.

SUMMARY OF ACTIONS

PARALLEL PARTNERSHIP BETWEEN PASTORAL LEADERSHIP TASK FORCE AND THE DIRECTOR OF LEADERSHIP DEVELOPMENT OFFICE FOR SEEKING CANDIDATES OUTSIDE THE FMCiC	
RESPONSIBILITIES OF THE PLTF	RESPONSIBILITIES OF THE MEGAP COMMITTEE
PLTF shares referral with the Director of Leadership Development	Director of Leadership Development shares referral with MEGaP
ASSESS FIT WITH PROFILE AND JD “Does the candidate fit the local church profile and job description?” Vision/mission/JD harmony.	ASSESS FIT WITH FMCiC “Does the candidate fit our movement?” MEGaP conducts preliminary interview.
EMPLOYMENT QUESTION “Does this candidate fit our current leadership needs?” Vision harmony	APPOINTMENT QUESTION “Does this candidate fit our FMCiC movement?” Harmony with the FMCiC
PLTF won’t <u>employ</u> a candidate who is not <u>appointable</u> .	MEGaP won’t <u>appoint</u> a candidate who is not <u>employable</u> .
<p style="text-align: center;"> <u>PARALLEL, SIMULTANEOUS PROCESS</u> PLTF and DLD are working at the same time, in close communication, seeking to walk through the doors God may be opening. <i>“We walk in the light we are given.”</i> </p>	

SECTION FOUR – THE INTERVIEW PROCESS

PART A – IMPORTANT INFORMATION WHEN RECEIVING RESUMES

Prayer

The reality about the importance of this decision will start to sink in. Seek God's will.

Confidential process

You now have real resumes from real people. Breaches of confidentiality at this point can have very serious ripple effects in real lives and in congregations of churches.

Confidentiality: It is extremely important that the PLTF hold the names of those who have applied in the strictest confidence. This information cannot be shared with anyone, including the spouses of PLTF members. While this level of confidentiality is necessary for everyone involved, it is particularly important for those candidates who have applied and who are currently serving as pastors under appointment in another Free Methodist church.

Reviewing resumes

The PLTF needs to stay on track by remaining true to the vision, mission, core values, pastoral job description and especially the prioritized core competencies. This will anchor the choice of questions around the official board approved purposes for the church and, more specifically, will guide the chair of the PLTF to aim at the right target.

- Each member of the PLTF should have a copy of the vision, mission, core values, pastoral job description and prioritized core competencies before looking at the resumes.
- Utilize the Candidate Evaluation Template (see Appendix “L”) and customize it to help keep the PLTF focused on identifying the candidate who has the capacity to lead the church.

SECTION FOUR – THE INTERVIEW PROCESS

PART B – CREATING A SHORT-LIST OF CANDIDATES

Communication to the Applicants:

When the Leadership Development Administrative Assistant has forwarded the resumes to the PLTF chairperson, all of the applicants are informed that this action has been taken. The applicants will know the date that their resumes, cover letters and any supporting documents are in the hands of the PLTF. It would be very appropriate for the PLTF chairperson, on behalf of the team, to let the applicants know that their applications have been received, and to provide some sense of the timeline with which the PLTF is working, so that the applicants understand when they can expect to be notified as to whether or not they have been short-listed for the position.

Getting resumes to PLTF members before the meeting:

There are three reasons for each PLTF member to review the resumes individually before the PLTF meets together:

1. If anyone on the PLTF is related through blood or marriage to any one of the candidates, that member must recuse him/herself immediately from the PLTF unless and until that relative is no longer shortlisted.
2. Each member of the PLTF can be in prayer over the applications as well as be thinking about strengths of particular candidates in relation to the vision, mission, core values of the church, and the core competencies the PLTF identified in the profile.
3. Each member of the PLTF individually uses the Candidate Evaluation Template (see Appendix “L”) along with the church profile and pastoral job description to aid in this process so that each PLTF member comes to the meeting with his/her thoughts recorded. This will aid greatly in the creation of the short list.

The PLTF needs to discipline itself to look at the resumes through the lenses of the church profile and pastoral job description. Each member individually develops a Candidate Evaluation grid (see template - Appendix “L”) using the church profile and pastoral job description to help create the short-list. The “shortlist” is the applicants who are the closest fit to the profile and job description.

The Director of Leadership Development will meet with the PLTF once the members have had opportunity to prayerfully consider each of the resumes. This will be to review the process, and to answer questions that will arise about the applicants as the short-list is created. Confidentiality must be strictly respected.

A designated person from the PLTF needs to contact those who have not been short-listed. This can be done by a personal telephone call, email or letter mail. The communication needs to include:

- a) a thank you for that person's interest in applying for the position
- b) an explanation that the PLTF met and reviewed all the resumes received
- c) some comments on strengths that the PLTF identified in the candidate's resume
- d) a statement that, after careful consideration the PLTF has decided that this candidate is not the best fit for the position
- e) closing sentence stating something like, "we pray God's blessings on your future ministry opportunities."

SECTION FOUR – THE INTERVIEW PROCESS

PART C – THE FIRST INTERVIEW

CONFIDENTIALITY REMINDER: Only the members of the Pastoral Leadership Task Force (PLTF) should know who has applied and who has been shortlisted. Members of the PLTF - please do not share this information with anyone, including spouses.

Purpose: get to know each short-listed candidate for general fit

Focus of Questions: candidate's resume, sermon recording, any pre-interview written responses

Outcome: discern if the PLTF should continue with this candidate to the next interview

Before the first interview:

- Request from each short-listed candidate a recent, representative recording of a sermon (i.e. CD, podcast, YouTube, etc.). Send a copy to each PLTF member with instructions to listen to it prior to the first interview.
- Request that each short-listed candidate prepare written answers to the following questions and send them to the PLTF chairperson by email attachment:
 - Please tell us your testimony of how you came to faith in Jesus Christ.
 - Given our church profile and job description, including the key core competencies, tell us why you believe God is calling you to be our next pastor? Please be brief (1-2 pages)
 - Which of our church values resonate with you the most?
 - What parts of the job description are most exciting to you? Which would be the most challenging?
- Create a response sheet for each candidate to include sermon recording notes and interview responses. (see Appendix "M"-Listening Guide For Evaluating Teaching/Sermon Samples.)
- After reviewing all responses together, the PLTF will conduct the first interview.

First Interview:

Telephone/video interview: The nature of the first interview is such that it is fine to have it by telephone or video call (ie Skype). As you set this up, be sure that your technology works well. If the candidate is local, then s/he could be asked to come for a face-to-face first interview.

The PLTF should assign one or two persons who will ask the questions so the others can take notes. Allow others to ask a follow-up, or probe an issue, but mainly use one interviewer. When the interview is being conducted by phone or video conference call, be sure to explain to the candidate what is happening, ie “the PLTF members are here”, “I’ll be leading this first part or asking the questions, etc.”

Our counsel to candidates who are applying while currently serving as pastor at another church is to ***NOT*** share with their leadership that they are exploring another appointment *until* they have been notified by a PLTF that they have been short-listed. For pastors to share this information with their leadership this early in the process would increase questions and anxiety levels at the candidate’s local church for no reason, especially if the PLTF decides not to pursue a particular candidate, or the applicant chooses not to continue in the process. This is another reason why effective communication is necessary.

Questions for First Interview (via telephone/video call):

As this is an employment interview, there are some **questions that should not be asked** – particularly those of a direct, personal nature. Some pastors include detailed personal information on their resumes, and while the reason behind that is very understandable, that is not what is legally required. The only legally required personal information that has to be on a resume is name and contact information – not marital status, information on spouse, children, etc. Please do not be influenced by more information (that really shouldn’t be there in the first place), and please don’t disregard resumes for what could be perceived as a lack of information. The position that has been posted is the lead pastor position – please keep that and all the work you have done on the profile and job description in the forefront of the selection and interviewing process.

Having written that, spousal/family support of a pastor is also incredibly important. So rather than asking the candidate if s/he is married (again – which is illegal), for how long, what gifts his/her spouse has, how many children, etc., begin with a question along this line: ***Can you share with us how your family feels about this potential change?***

1. Work Experience: Asking "best, worst; greatest, least" questions:

From the resume: Ask these questions of their MOST RECENT work/job/assignment, and their SECOND MOST RECENT. You may not have time for further history.

- "At your present work what has been your best experience, what have you enjoyed the most."
- "What would you say has been your worst experience...?"
- "What has been your greatest accomplishment....?"
- "What have you least enjoyed in your work?"
- "What has been your biggest disappointment?"
- "What has been your greatest success in your work?"
- "What did you find you did well?"
- "What did you find you really struggled with in your assigned responsibilities?"

2. General questions:

- How would you define the role of a pastor?
- What is your normal day off?
- What are your rhythms when it comes to spiritual and self-care, ie days off, practicing spiritual disciplines, etc.?
- How do you stay organized?
- Can you share with us how your family feels about this potential change?

3. Questions from the Candidate: PLTF asks, "Do you have any questions for us?"

4. Concluding the Interview: "Thank you for coming/talking to us. You can expect to hear back from us by _____"

At the conclusion of the first interview, the PLTF will discuss the results and make a decision regarding whether to go on with each candidate to the second interview. Those who will not be going on to the second interview will be called or emailed to let them know that the PLTF will no longer be continuing with them and by telling that candidate, *"Thank you very much for your time and energy; we pray for God's clear direction in your life."*

When calling those who are moving on to the second interview, you also need to verify the references they have listed, or get references if they didn't submit those, and let the candidate know you'll be contacting those references before the next interview. Also seek permission to contact the candidate's immediate supervisor if not already listed as a reference.

References:

Verify the references each candidate wants you to contact. Suggest additional references you may want from the candidate who could speak to different aspects of relationship with that candidate, i.e. colleague, supervisor, subordinate, etc., and **get permission to contact all references.**

If a candidate remains on the short-list after the first interview, and is not currently part of the FMCiC denomination, appropriate conversations and a pre-screening interview will be scheduled in a timely manner by the Credentialing Coordinator in order to ensure the candidate would also be a good fit denominationally.

Checking references:

Checking references is a must for due diligence. (See Appendix “N” and “O” for guidelines on checking references.) The reasons for checking references after the first interview are:

- Reference checks can be time consuming so it’s best to focus that effort on candidates in whom the PLTF are truly interested and believe have the best potential to be a good fit.
- It may be that the PLTF is struggling between two potential applicants to arrive at the third short-listed candidate and would like to contact some references to help in that process. That is fine – but as per number 2 above, ***both pastors need to be contacted first***, apprising them of where they are in the process, so that they can be in communication with their local leadership before anyone from the PLTF contacts a board chair, delegate, assistant pastor, ministry team leader or any other reference from that pastor’s current appointment.
- Two members of the PLTF should be on the call to each reference so that one person can take notes to aid in clarity.

It is always wise to check the reference of a previous immediate supervisor. If that supervisor is not listed as a reference, permission must be obtained from the candidate first.

SECTION FOUR – THE INTERVIEW PROCESS

PART D – SECOND INTERVIEW

Purpose: in-depth questioning for fit with vision and key core competencies

Focus of Questions: contextual questions on fit with our vision and competencies

Others: let candidate ask questions.

Goal of the interview: Is this the candidate the PLTF wants to invite for on-site visit?

Face to Face interviews: Ideally, where time, distance and costs allow, have face-to-face interviews with all short-listed candidates.

“Past Performance is the best indicator of future performance”....but do not undermine the Holy Spirit’s power to bring about lasting change in us!

These questions start with: “Give me your best example of_____.” or “Tell us about a time when_____.”

The purpose of this interview is to probe what the candidate(s) has actually done, not what s/he wishes to do, not what s/he hopes to do, not what s/he feels in their heart ought to be done. The questions are designed to tell what they actually have experience doing.

It is important to note that some candidates will not yet have many years of pastoral experience. Their life skills and track record in related fields will still be a way to verify that they can do what they say they can do. For example: A person who has built a team in a company from Church Transitions Handbook rev Feb 18

“scratch” can likely build a team of ministry leaders. The skill-set transfers. A candidate who has made a vision for a company turn into reality knows how to make a vision for a church become a reality. A candidate without preaching experience can still show if s/he is able to do public speaking and will learn to preach the scriptures.

It is very important that there is consistency in the interviewing process for the short-listed candidates, understanding that if a two-interview process is adopted, that there may be two or perhaps even just one candidate that goes through the second interview. Developing questions ahead of time and utilizing grids will aid in this. It should be decided ahead of time who on the team will ask the questions. It is also prudent to ask one or two members of the task force to take notes during each candidate’s interview(s) for later reference and comparison.

A reminder.....as this is an employment interview, there are some **questions that should not be asked** – particularly those of a direct, personal nature. Some pastors include detailed personal information on their resumes, and while the reason behind that is very understandable, that is not what is legally required. The only legally required personal information that has to be on a resume is name, address and contact information – not marital status, information on spouse, children, etc. Please do not be influenced by more information (that really shouldn’t be there in the first place) and please don’t disregard resumes for what could be perceived as a lack of information. The position that has been posted is the lead pastor position – please keep that in the forefront of the selection and interviewing process.

Having written that, family support of a pastor is also incredibly important. So rather than asking the candidate if s/he is married (again – which is illegal), for how long, what gifts his/her spouse has, how many children, etc., invite the candidate to bring his/her spouse to this second interview. While the spouse is not applying for the position and isn’t being interviewed, this does provide opportunity for connection with the spouse. Assure the candidate that his/her spouse is only being invited to come as a support for the applicant and not to be interviewed too. The PLTF would simply like to meet the spouse and perhaps get a sense of how the spouse is feeling about this potential move. (Make sure this is consistent for each candidate coming for a second interview.)

Second Interview:

The goal of a contextual type of interviewing is to find out what the pastor’s past behavior was, so that you can predict what his/her future performance will be like. You are not asking questions to determine what s/he **would do** in a given situation – you are asking questions to determine what s/he in fact did do in the past related to the behavior you are looking for him/her to repeat as your pastor.

You are asking questions that give him/her an opportunity to give you a concrete example of a time when s/he did something that illustrates the behavior you are looking for in a future pastor.

You also want to avoid the use of “closed ended” questions – those that could be answered with a “yes” or “no”. An example of a behavioral question begins with: “*Describe a time when you.....*” That could be followed up with: “*What steps did you take to accomplish that?*”

Some sample contextual interview questions are provided below. These are samples only, so the PLTF can adapt these questions and add any others that are appropriate.

Leadership of a Vision:

“Tell us about a time when you had an idea or dream of something you wanted to see happen and then made it happen?”

- What was the dream?
- What were the 5 or 6 steps you took to turn that dream into reality?
- Where is that dream at now?

(If a candidate has pastoring experience: *“Give us your best example of how you had a dream/idea for your church and you made it happen?”*)

Team Building:

“How would you describe your leadership and team-building style?”

“How do you develop team members and volunteers?”

“Tell us about a time you developed a team to work with you on a project.”

- Briefly describe the project.
- What did you do to recruit and develop that team?
- Walk us through how you took one of those team members from a brand new member to a fully functioning team player?

Encouraging Honest and Open Communication:

“Tell us about a time when you handled conflict in a ministry or work situation?”

- Tell us about the situation and the actions you took to help the people resolve the conflict.
- What was the outcome of that conflict?
- What else have you done to encourage honest and open communication between people?

“Tell us about a time when you had to get people with different viewpoints to the same level of understanding”

“How do you manage conflict on a team?”

Multi-Cultural Leadership:

“Tell us about a time when you worked with people in a multi-cultural situation?”

- What did you do to help those you worked with to grow in their understanding and appreciation for various cultural perspectives?
- How have you demonstrated acceptance and understanding of various cultural groups?

“Tell us about a time you helped a mono-cultural group become more multi-cultural?”

Engagement with the Community:

“Tell us about a time when you engaged in a meaningful way with the community in which you lived and worked?”

- How did you do it?
- What were the steps you took to build bridges between felt needs and ministry to meet that need?
- Give us examples of people you have helped to reach out to others in their community.

Small Groups:

“Give us your best example of your participation in a small group.”

- Where did this happen and what was your role in that group?
- What did you learn about small groups and their role in the growth of Christians?

“Tell us about a time when you organized and led a small group.”

- Where did this happen?
- What was the plan?
- What was your first step?
- What did you do next?
- Where is it at now?
- Did you train new leaders?

Evangelism:

“Tell us about a time when you personally saw people come to Christ.” [do not give names]

- What was your first step?
- What did you do next?
- Where is that person/are those people now?

“Tell us about your best example of organizing and deploying the church for evangelistic action.”

- Where did this happen?
- What was the plan?
- What was your first step?
- What did you do next?
- Where is it at now?

Discerning Gifts: discovering, training, deploying people as ministry leaders and team members:

“Give us your best example of a person you helped find their gift for ministry, trained them and then helped them develop as a leader.” [do not give names]

- Where did this happen?
- How did you walk them through discovery, training and deploying?
- What were the steps you took to develop them?
- What did you do to help them discover their gifts and talent and use those in a meaningful way?
- Where is that person serving now?

If any of the concerns about the candidate are for:

- organization of a church,
- transitioning a church from one style of ministry to another,
- how to reach a community,
- abilities with a special cultural or interest group, circumstance, or
- any other issue

.....then create a contextual question specific to the concern. It should start with a question that gets the candidate to describe their PAST EXPERIENCE in that particular area, or in a transferable context. Then have follow-up probes and prompts like the bullets in the above questions.

General questions:

- *“What would you say is your greatest strength(s)?”*
- *“What would you say is the area(s) where you need to develop or grow?”*
- *“How do you handle stress?”*
- *“Can you share with us how your family feels about this potential change?”*
- *“Do you have any other questions for us?”*

Financial Package Questions:

- *“Before we conclude, can you tell us the financial range that you feel you will need in order to come to our church?”*
- If the candidate asks questions about the financial package, you should give an honest answer. *“Can you tell me what you are offering? Do you have a range in mind?”*
- If the variance is too large, you may decide not proceed further with a candidate.

Concluding the Interview: “Thank you for coming. You can expect to hear back from us by_____”

At the conclusion of the second interviews, the PLTF will discuss the results and make a decision about each candidate as to who will move forward to the on-site visit. The PLTF chair or designate will need to call each candidate as soon as possible after the second interview to let him/her know whether or not they have been selected to move on to the on-site visit.

SECTION FOUR – THE INTERVIEW PROCESS

PART E – ON-SITE VISIT

Invite the candidate who most fits your vision and mission, and core competencies to come to the church to preach, enjoy a potluck lunch and meet the congregation. The purpose of the on-site visit is to let the congregation have interaction and opportunity to make comments before the PLTF makes its recommendation to the Bishop. This should include preaching, a congregational lunch, an informal meeting with the Board, staff and other leaders. Someone could also take him/her/them on a tour of the community to take in points of interest.

There will **NOT** be a society vote on the candidate – although some members of the congregation, depending on their original church background, may ask about this.

Inviting One Candidate or Two?

The question is asked: ‘Should all second interview candidates get an on-site visit?’ The ideal answer is no. As the PLTF prays, discerns and works through the interviewing and the reference checks, the short list should be narrowed to one top candidate, and that candidate alone is invited for the weekend. However, there may be rare times when there are two very strong yet different candidates and the PLTF is divided. It may be, as a step in the PLTF’s discernment process, that both candidates will be invited for different weekends. Both scenarios call for heightened attention to confidentiality as well as process so that the congregation is not in the position of choosing the candidate for the PLTF.

Careful Communication

The PLTF does need to communicate to the congregation about the upcoming on-site visit:

- The week before the on-site visit, announce verbally and in the bulletin that as part of the search process, one of the potential candidates is coming next Sunday to preach, meet with leaders and there will be a potluck lunch. To maintain as much confidentiality as possible, we cannot share the name of the candidate at this time.
- While the PLTF is hopeful, this visit does not automatically mean the candidate will be selected as the next pastor and because of that, everyone needs to be mindful of the need for confidentiality.
- On the Sunday of the visit, inform the congregation that even when they see who the candidate is, they also must maintain confidentiality of the name of the candidate (ie, no posting on social media, websites, etc.) Explain that the on-site visit is one more step in the PLTF’s discernment process. In no way can it be communicated that this is a ‘done deal’ for several reasons:

- The candidate may decide ‘no’ after the weekend.
- The PLTF may decide ‘no’ after the weekend.
- If both decide ‘yes’, there is still the Letter of Understanding (LOU) to be negotiated and signed – what if no agreement can be reached?
- After the LOU is signed, the recommendation still needs to go to the Bishop for the Ministerial Education Guidance and Placement (MEGaP) committee to consider and approve – what if a MEGaP member is privy to information that could affect the outcome of the approval of the appointment?

At the time of the invitation for the on-site visit, the PLTF and the candidate are usually 90% confident that the fit is good. However, there have been cases where the 10% has been a factor, and either the PLTF and/or the candidate have decided AFTER the on-site visit that the fit would not be good.

It is also very rare for the process to be halted during the LOU or MEGaP steps – but it could happen, and has happened, and so we need to allow for even those remote possibilities. It is never considered a ‘done deal’ until every step has been cleared and the letter announcing the appointment is sent from the Bishop to be read to the congregation.

What to Communicate

- a. ***Do not*** put the candidate’s name or other information on the church’s website, or any other form of social media (ie, Facebook, Twitter, etc.). Once the candidate’s name hits any of the social networking media, we have essentially said ‘good-bye’ to confidentiality. We don’t all have to be friends in order to read postings on social media pages. It’s also wise to not leave the candidate’s name on the church’s voicemail.
- b. Some churches post the weekly sermon on their websites for audio or video download. It is always wise to get permission from any guest first before posting his/her sermon.
- c. It is also prudent to address the congregation at the close of the worship service with the invited candidate that their ongoing prayers are welcome as the PLTF continues to discern God’s will – and asking the congregation to refrain from speaking about the candidate with other people and instead to direct their conversation to God first, and then to members of the PLTF.

Inviting Two Candidates

As mentioned above, this can be done – on separate weekends, of course! While this isn’t the ideal, there are times when this extra step needs to happen for the PLTF to be in unity when making a final decision.

All of the above applies twice over. The extra risk here is that people can form connections with others very quickly and easily. Having the congregation interact with two candidates means that some will prefer candidate ‘A’ and some will prefer candidate ‘B’ - and so no matter what decision the PLTF makes, not everyone will be happy. The PLTF needs to move carefully so that this step does not undermine the prayer and the rest of the process (resume, references, interviews, etc.) in which they have played a crucial role, but the rest of the congregation has not. It is important to not suggest in any way that there will be an ‘informal vote’ taken by the PLTF.

Let's work together to make this process as smooth as possible while retaining as much confidentiality as we can. We have had confidentiality leaks that have made the process more difficult than it needed to be. We need to hold these situations and the confidences of others with as much respect and consideration as we would like others to hold our situations and confidences. While some things are and will remain out of our control, let's do our best to maintain confidentiality in those areas that are under our control.

SECTION FIVE– CONCLUSION

PART A – LETTER OF UNDERSTANDING & PAYROLL

Once a candidate has been chosen, the PLTF chairperson will advise the Board chair, who in turn will negotiate the terms of the Letter of Understanding contract (see template from website: <https://www.fmcic.ca/chapter-8-forms/>).

IMPORTANT INFORMATION ABOUT PAYROLL

As soon as the Letter of Understanding is signed, your treasurer needs to contact Mrs. Roseline Isaac at the Ministry Centre in Mississauga, Ontario by email at roseline.isaac@fmcic.ca or by telephone at 905-848-2600 ext 210 to receive the current forms to ensure your pastor is set up on payroll and all appropriate benefits as quickly as possible.

PART B – COMMUNICATION WITH DENOMINATION AND CONGREGATION

Recommendation to the Bishop:

Once there is agreement between the board and the candidate on all important matters, and the Letter of Understanding is signed by all parties, the PLTF chair sends the recommendation of appointment to the Bishop, using the format below.

The Pastoral Leadership Task Force of Name Free Methodist Church, City, Province recommends to the Ministerial Education Guidance and Placement Committee that Candidate's Name be appointed to Church name as Lead Pastor effective start date.

This request can be sent by email to Bishop Cliff Fletcher at cliff.fletcher@fmcic.ca and copied to the Credentialing Coordinator at susan.deplanche@fmcic.ca or sent in by fax to 905-848-2603. Once Bishop Cliff receives the recommendation, he will take it to the Ministerial Education, Guidance and Placement (MEGaP) committee for a vote. If the MEGaP committee votes in favour of the appointment, Bishop Cliff will send a letter to the PLTF Chairperson or Delegate to be read to the congregation announcing the appointment. If an appointment request is received by Bishop Cliff by noon on a Wednesday then it is highly likely the letter to the congregation can be read the following Sunday.

THE PLTF CHAIR OR DELEGATE MUST WAIT FOR THIS LETTER BEFORE ANNOUNCING THE APPOINTMENT TO THE CONGREGATION.

Until that letter is read, the appointment is not considered official. Before posting any announcement on any social media, on the church website or in the bulletin, the letter from the Bishop needs to be read to the congregation.

Once the appointment letter is read by the PLTF chairperson or the delegate, the PLTF can disband, with the thanks of the whole congregation.

SECTION SIX– WELCOMING THE NEW PASTOR

Now that the successful candidate has been hired and appointed, it is important to introduce the pastor and his/her family to the congregation.

Here are a few tips that the Board can use to help introduce the new pastor to the church leadership team, the congregation and the community:

1. Assign a point person – someone to oversee all of the introduction activities. This could be the PLTF chairperson, the Board chair or delegate, or a church staff person.
2. Spread the big announcement – ideally the PLTF and the Board have communicated well with the staff and congregation all the way through the process. Once the official announcement letter from the Bishop has been read, you can use other sources of communication, ie social media, email, bulletin, church website, newspaper, etc., to spread the news. Include pictures of the new pastor and his/her family (with their permission) and a brief biography.
3. Hold an induction service – This is a time to give praise and thanks to God for the one whom He has brought to your church. The Manual of the Free Methodist Church in Canada has an Induction Service in Chapter 8, paragraph 877. The Bishop or other member of the National Leadership Team can be invited to come to the local church for this induction service.
4. Hold a special staff dinner – Host an event that will give your new pastor a chance to get to know the leadership team and church staff.
5. Offer to help the pastor and his/her family to get acclimated to your community – Provide the family with a list of local emergency numbers, recommend doctors, dentists, service providers (realtors, auto mechanics, hair stylists, lawyers, cleaning, etc.) .
6. When the new pastor and his/her family arrive at their new home, help them settle in quickly by stopping by with a welcome kit including a few household items (paper towels, toilet paper, soap, cleaning supplies), some snacks, a gift certificate for restaurants or some hot meals.

Here are some suggestions for helping the new pastor in the first few days and weeks on the job:

1. Communicate with the new pastor before his/her arrival. Make sure you share with the new pastor all the names and faces he needs to know.
2. Ensure everything is set up before his/her arrival. Make sure the office is set up, clean and in good working order. Make sure the computer is ready, with user IDs and email. Have keys ready and labelled.
3. Provide a copy of the Employee handbook, church policy handbook and church directory.
4. Set up meetings in the first couple of weeks for your new pastor to meet with other church staff, board members and key leaders.
5. If the pastor has a family, go out of your way to make sure they feel included and welcome. Connect them with ministry leaders in the church and help them get connected in the community as well.
6. Give your new pastor time to acclimate to the surroundings and get to know how your church operates. Most new pastors need at least six months, and sometimes more, in the new position to get up to speed.

Pastor Search Committee Member Agreement

By Vanderbloemen Search Group
www.vanderbloemen.com

Electing members to your Pastor Search Committee is an extremely important decision for any church. Your Pastor Search Committee will shape the future of your church and its Kingdom-impact as they seek the next pastor God is calling to lead your congregation.

Because serving on a Pastor Search Committee is such a significant contribution to the future of your church, it's necessary that the members be completely dedicated to their role on the committee. Their earnest commitment to prayerfully and steadfastly seeking the best candidate for your church staff is vital.

Many Pastor Search Committees require their members to sign an agreement or a covenant that fleshes out the specifics of their commitment. But it can be difficult to discern everything that should be included in such an agreement.

Our goal at Vanderbloemen Search Group is to equip churches to find the best leaders possible. We're delighted to provide free resources to assist you in your pastor search, and if we can further help you in your pastor search, [let us know](#).

Feel free to use and customize the
Pastor Search Committee Member Agreement Template
on the following page.

For more resources to aid your Pastor Search Committee, check out these articles:

- [Pastor Search Prayer Calendar](#)
- [The First 5 Commandments Of Pastoral Succession Planning](#)
- [13 Ways To Sabotage Your Senior Pastor Search](#)
- [How To Keep Christ The Center Of Your Pastoral Search Process](#)
- [5 Common Pitfalls of Pastoral Nominating Committees](#)
- [What To Do When Your Pastor Search Committee Can't Agree](#)



Pastor Search Committee Member Agreement

I, _____, a member of the Pastor Search Committee of _____ Church, agree wholeheartedly to serve the committee and my church by prayerfully seeking the next _____ that God is calling to lead our congregation. Along with my fellow Pastor Search Committee members and relying on the guidance of the Holy Spirit, I commit to the following (please initial):

- _____ We will pray earnestly and seek God's direction in this hire.
- _____ We will agree on clear roles and responsibilities for the Committee Members.
- _____ We will set a goal timeline for the search process and strive to stay on task.
- _____ We will set a meeting schedule for our Committee and hold to that schedule.
- _____ We will decide on how our final agreement and hire is to be made, be it unanimous, consensus, majority, etc.
- _____ As needed, we will seek input from the church staff and congregation as we develop the qualifications and traits desired in this hire.
- _____ We will create a clear job description for our ideal candidate, striving for high but realistic standards.
- _____ We will examine our hearts and seek the best candidate for this hire, free of any individual agendas.
- _____ We will be intentional, thoughtful, consistent, and honest in our communication with the congregation, the church staff, the candidates, and each other.
- _____ We will uphold the highest levels of respect and confidentiality, and we will clearly define what is to be kept confidential.
- _____ We will agree to a vetting and interviewing process and stick to it, putting all final candidates through the same process.
- _____ We will not delay in our communication with candidates.



_____ We will conduct background and reference checks of our final candidate(s) with all due diligence, notifying our candidate(s) if/when we are conducting said checks and upholding our candidate(s) confidentiality.

_____ We will clearly and honestly present to our final candidates: our church's history, mission, vision, current financial situation, decision-making processes, team dynamics, organizational structure, limitations, challenges, and plans for our future.

_____ We will strive for peace, cooperation, respect, and unity in our discussions and decisions, eschewing conflict and, if it occurs, addressing it with prayer, humility, and love.

_____ We will hold one another accountable to this agreement, speaking the truth in love.

Name (please print)

Date

Signature

Vanderbloemen Search Group is a pastor search firm that helps churches and faith-based organizations find great staff. To find out how we could help you find your next team member, contact us at info@vanderbloemen.com.

Exit Interviewing 101 For Church Leaders

By William Vanderbloemen, CEO
Vanderbloemen Search Group
www.vanderbloemen.com

Losing team members hurts. Whether you're losing a valuable player who is taking another opportunity, releasing an employee due to budget cuts, or firing someone who has colored outside the lines, losing team members is always hard.

When the pain hits, most church leaders miss the opportunity to learn from the loss. They simply try to move on without talking to the departing employee again. They don't realize that performing an exit interview is an invaluable opportunity to learn how their church and staff could develop and grow.

Keeping proper expectations, conducting an exit interview the right way (and yes, there is a right and a wrong way), and asking effective questions are vital if church leaders want to optimize this rare chance to improve their team.

A word on expectations regarding exit interviews: Expectations are the first key to a successful exit interview. On one hand, this is a chance for an employee to give blunt, even critical, advice to you. Thus,

Expectation #1: This might sting a little (maybe even a lot).

On the other hand, most smart employees won't over share during the exit interview. Dumping needless criticism isn't going to change the way they are leaving, and sharing too bluntly might hurt them should they ever want to return to the team. That leads to,

Expectation #2: What you hear probably isn't the whole story.

Regardless of the mixed feedback that you'll receive from the exit interview, you will get valuable information if you follow these four cardinal rules.

1. Keep it in the vault.

The only way an employee will open up is if they know that you are keeping the information they share confidential. Remind the interviewee that you are legally bound not to talk about this interview or their performance in a future reference call. Encourage them to be honest and assure them of your confidentiality.

2. Put it in neutral.

A neutral third party should conduct exit interviews. The employee's immediate supervisor should never do them. In a large organization, the Human Resources Department usually runs these, but chances are your church doesn't have one of those. If you oversaw the team member who is leaving, consider having someone else on your team do the interview. Trusted board members or volunteer leaders are a good resource if you're on a very small church team. If the end of this person's employment is heated or politically charged, consider bringing in an outside third party to conduct the interview. In any event, find an interviewer that will engender trust and calm for the outgoing employee. That will foster a "safe" environment and give you the best chance at getting real, honest, and helpful feedback.

Related Article: [3 Reasons Churches Need Objective Eyes](#)

3. Set the table.

When the interview starts, let the employee know that this is not about them, but about you. This is not a look at their work, but a chance for the team to learn how to do a better job. You're not going to criticize their work or anything they say, but you want to see what working on your church team was like from their perspective.

4. Keep it short.

Exit interviews do not need to be (nor should they be) lengthy. There are a few important and to-the-point questions that need to be asked (keep reading), and the time spent on them shouldn't be more than an hour. Don't draw it out.

Now that you have the right expectations and the four rules, here are five questions you can ask during the exit interview to make it as effective as possible.

1. Did you feel recognized?

Every article and study I've read on company culture and employee retention consistently lists employee recognition as a key factor of employee satisfaction. Like any personal relationship, when people don't feel that their work (or presence) is noticed or appreciated, they become dissatisfied and might begin looking for a new job. Ask your outgoing team member if they felt recognized and appreciated for their work, both from their immediate supervisor and the church leaders over them, if applicable.

Related Article: [10 Ways To Lose Great Staff Members](#)

2. Did you know what to do?

People love having goals. When goals are absent, dissatisfaction sets in. Over and over, I hear candidates who I interview tell me that they didn't have a clear set of goals and expectations put before them. Ask your departing employee if they felt they had clear, attainable goals and knew what was expected of them.

3. Did the job you interviewed for match the job you found yourself in?

Far too often, recruiting feels like a fraternity rush, only to have the first day on the job feel like the first day as a lowly pledge. There's a war for talent out there, and that leads many church leaders to try hard to put a good first impression forward in interviewing that they don't represent the reality of the workplace or its culture. The best employers I know match the interview process with the real work environment.

Also, sometimes employers depict job responsibilities unrealistically. Did the job description say that this employee would have teaching opportunities, only for that employee to find those opportunities were years away and they didn't have a chance to grow into new roles? Ask your departing team member if the job they interviewed for was what they expected, and if it wasn't, was it positive (their role grew) or negative?

4. Can you name three cultural values of the company and give an example of each in real time?

If your exiting employees doesn't know your church's or ministry's values, then chances are a lot of the other teammates don't either. Take this opportunity to see if the culture you're trying to instill through your team's values is getting through to your staff and sticking.

Related Article: [3 Ways To Create Contagious Staff Culture](#)

5. Did we equip you with the tools you needed to do your job?

Asking people to do a job and not giving them the tools to perform makes for unhappy campers. If the leadership at your church isn't equipping and



empowering your church staff members, this is something you need to know and correct. Ask your outgoing employee for specific examples if they felt they were not empowered or given the tools to do any part of their job.

When you have realistic expectations, conduct exit interviews properly, and ask straightforward and effective questions, you'll find that exit interviews are invaluable for getting honest feedback on what it's like to work on your church team, enhancing your church staff culture, and ultimately improving employee satisfaction and staff retention long-term.

Vanderbloemen Search Group is a retained executive search firm that helps churches and faith-based organizations find great staff. For more insights on helping you build and maximize your staff, visit our blog at www.vanderbloemen.com/blog. If you're interested in staff consultation or need help finding a high-capacity team member, [let us know here](#).

Appendix "C" - FMCiC Church
Transitions Handbook
(used with permission)



VANDERBLOEMEN
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The Pastor Search Committee Prayer Calendar

The pastor search process can be a stressful and anxiety-filled chapter in a church's history. Here at Vanderbloemen Search Group, we've helped hundreds of pastor search committees discern whom God is calling to their church.

Our team has created this prayer calendar to help you and your church pray through this crucial time in your church's life. While your church's pastor search process is unique, we hope this six-month, congregational prayer calendar acts as a guide to help you know how to pray for your church leaders and congregation during this exciting time.

Month One – True Needs Of The Congregation

This month, your pastor search committee will be creating a timeline and a pastoral profile for your church's ideal candidates based on the church's ministry needs, vision, mission, and values.

Pray that the true needs of the congregation will come to surface as the church staff and committee seek the Lord about what is next for your church. Pray that no personal agenda would surface but only the will of the Lord as the search committee and staff seeks what He has next for the congregation.

Ephesians 1:22-23 "And God placed all things under his feet and appointed him to be head over everything for the church, which is his body, the fullness of him who fills everything in every way."

Month Two – Clarity On Job Description

This month, your pastor search committee will be writing the job description for the pastor profile based on the needs of your church.



Pray that the pastor search committee will have clarity as to the characteristics, goals, and key result areas that should be included in the job description for the church's next pastor. Pray that the committee would not settle for too little or aim too high, making the job description unreasonable or unattainable. Pray that the committee would agree upon the background and experience needed in the next pastor.

1 Timothy 3:1-2 "The saying is trustworthy: If anyone aspires to the office of overseer, he desires a noble task. Therefore an overseer must be above reproach..."

Month 3 – Hearing God's Voice

This month, your pastor search committee will begin receiving and evaluating applications from candidates.

Pray that the committee would hear God's voice with clarity and feel peace as they discern whom they should interview. Pray that as they read applications, listen to sermon samples, and talk with candidates, they place the church's needs and desires before their own.

John 10:14 "I am the good shepherd; I know my sheep, and they know me."

Month 4 – Asking The Right Questions

This month, your pastor search committee will begin interviewing candidates with the most promise to be your next pastor.

Pray that the pastor search committee will know the right questions to ask as they represent the church through the interview process. Pray that they would represent the church accurately and attractively. Pray that they would have clarity as they interview candidates, eliminate candidates, and move forward with candidates throughout the interview process.

Matthew 5: 16 "In the same way, let your light shine before others, so that they may see your good works and give glory to your Father who is in heaven."



Month 5 – Peace For Future Pastor’s Family

This month, the pastor search committee has likely narrowed the pool of candidates down to a few finalists and is praying over whom God has called to lead your church. This might mean that the committee has a finalist who is currently in view of a call.

Pray that the future pastor, the spouse, and family would feel the same peace and excitement that the pastor search committee feels about the candidate. Pray that the candidate and their family will have clarity during their visits with the church and know whether or not this is the next step in ministry to which God has called them.

Philippians 4:7 “And the peace of God, which passeth all understanding, shall keep your hearts and minds through Christ Jesus.”

Month 6 – Peace For The Congregation

This month, the pastor search committee will likely be submitting an offer to your church’s next pastor.

Pray that the entire congregation would feel a sense of peace and confirmation as the pastor is confirmed through congregational meetings and/or a congregational voting process. Pray that there is unity among the search committee, church staff, and congregation. Pray that no one person would have an agenda that would cause a distraction or deterrent from God’s work throughout the pastor search process. Pray that the new pastor and their family have a smooth transition into their new church and community.

Colossians 3:14 “Above all, clothe yourselves with love, which ties everything together in unity.”

Vanderbloemen Search Group is a pastor search firm that helps churches and faith-based organizations find great staff. If you are interested in conducting a compensation analysis for your church, consulting about your staffing or church development, or hiring us to find your next team member, contact us at info@vanderbloemen.com.

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APPENDIX “D” - FMCIC CHURCH TRANSITIONS HANDBOOK

TRANSITION PASTOR JOB DESCRIPTION

Position	Church
Transition Pastor	
Name (or Incumbent)	Location
Reports to	Date of last Revision
Network Leader: _____ The Official Board of _____ The Free Methodist Church in Canada	
Peers	Team (Ministry Leaders/Staff)
The _____ Network led by _____	

Position Overview

In a process, empowered and guided by the Holy Spirit, the transition pastor leads the church to grow in health and spiritual renewal. Then the church from this place of health is ready for a new lead pastor, who fits the congregation's vision and mission, to be appointed and employed.

Minimum Education and Experiential Standards

Formal Education	Job Related Experience					
	No experience required	< 1 year	1 -3 years	4 - 6 years	7 - 10 years	10+ years
No educational requirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Some High School or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High School Diploma or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High School Diploma + job related courses or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community College or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical trade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bachelor's degree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Master's degree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional Designation (e.g. CA, P. Eng., C.H.R.P., M. Div.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Doctoral degree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Minimum Past Career Experience:

Preferred Education and Experiential Standards

Formal Education	Job Related Experience					
	No experience required	< 1 year	1 -3 years	4 - 6 years	7 - 10 years	10+ years
No educational requirement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Some High School or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High School Diploma or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High School Diploma + job related courses or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community College or equivalent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technical trade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bachelor's degree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Master's degree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Professional Designation (e.g. CA, P. Eng., C.H.R.P., M. Div.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Doctoral degree	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ideal Past Career Experience:

The incumbent would possess

- transitional leadership training
- credentialed with the FMCiC
- substantial lead pastoral experience, ideally including previous transition pastor experience

Other important Information about this position:

NOTE: If a transition pastor is a potential candidate for the permanent position, s/he must declare that possibility at the onset, and if s/he decides to apply, s/he cannot continue to be part of the PLTF, but can still help keep the PLTF on track and ensure the congregation remains informed.

RESPONSIBILITIES AND ACTIVITIES

The prioritized **major responsibilities**, **percentage of time**, **key activities** and **standards of performance** for this position are listed below:

MAJOR RESPONSIBILITIES

(Suggested percentage of time allocated to each area of responsibility)

Major Responsibility	Overall Percentage of Time
1. Vision Renewal or Creation	25%
2. Preaching and Communication	25%
3. Pastoral Care	20%
4. Short term Administration	15%
5. Pastoral Search Process	15%

KEY ACTIVITIES

1. Major Responsibility: Vision Renewal or Creation

Key Activities	Standard of Performance
<ul style="list-style-type: none">Life Plan Process	<ul style="list-style-type: none">Lead the congregation through Life Plan, as neededEnsure results of Life Plan process are incorporated into the new pastor's JD
<ul style="list-style-type: none">Organizational Structural Renewal	<ul style="list-style-type: none">Assess church governance model and adjust as necessaryReview local church policies and adjust as necessary

2. Major Responsibility: Preaching and Communication

Key Activities	Standard of Performance
<ul style="list-style-type: none">Preaching	<ul style="list-style-type: none">planned messages relevant to people's needs and the transition processusing other methods (eg. Dwelling in the Word) to bring God's people togetherinvolved in facilitating worship
<ul style="list-style-type: none">Communication/ Conversation	<ul style="list-style-type: none">Communicate the FMCiC transitions processEnsure the congregation is updated regularly through town hall meetings, reports from the board, reports from the PLTF, etc.One-on-one conversationsEnsure Directors of Church Health and Personnel are updated regularly

3. Major Responsibility: Pastoral Care

Key Activities	Standard of Performance
<ul style="list-style-type: none">Identify transitional issues to be resolved	<ul style="list-style-type: none">using an “Appreciative Inquiry” process and other tools such as church timeline, healing and forgiveness services:<ul style="list-style-type: none">help the congregation accept the past, face the present reality and decide to move forward
<ul style="list-style-type: none">One on one meetings	<ul style="list-style-type: none">Active listeningIntentionally initiate conversations
<ul style="list-style-type: none">Responding to crisis needs	<ul style="list-style-type: none">Create a sense of approachability and caring
<ul style="list-style-type: none">Passages of life ministries	<ul style="list-style-type: none">Baptisms, weddings, funerals, etc., as required
<ul style="list-style-type: none">Providing positive and healthy closure	<ul style="list-style-type: none">deal with any unresolved relational and/or structural issuesfacilitate an exit interview with previous pastor, if possible
<ul style="list-style-type: none">Relationship renewal/restoration	<ul style="list-style-type: none">Teach and facilitate conflict resolution and managementFacilitate intercultural conversations and relationships

4. Major Responsibility: Short -Term Administration

Key Activities	Standard of Performance
<ul style="list-style-type: none">Facilitating leadership teams	<ul style="list-style-type: none">Regular board meetings, staff meetings, ministry team meetings, society meetingEnsure effective ministry continues according to current vision and mission

5. Major Responsibility: Pastoral Search Process

Key Activities	Standard of Performance
<ul style="list-style-type: none">Coaching	<ul style="list-style-type: none">Using the Church Transition Handbook, resource the PLTF to create the Church ProfileCoach the PLTF through the interviewing processEnsure regular, effective communication to the congregation

CORE COMPETENCIES

The operationalized core competencies which the incumbent must demonstrate in order to be effective in this position are listed below:

Core Competency	Operationalized Competency “What does this look like on the job?”
Communications – Spoken and Written	Able to clearly present information through the spoken word; influence or persuade others through oral presentation in positive or negative circumstances; listen well: able to write clearly and effectively present ideas and to document activities; to read and interpret written information
Leadership	Able to influence the actions and opinions of others in a desired direction; to exhibit judgment in leading others to worthwhile objectives.
Decision Making and Problem Solving	Able to take action in solving problems while exhibiting judgment and a realistic understanding of issues; able to use reason, even when dealing with emotional topics.
Reading the System	Able to recognize and use information about organizational climate and key individuals to accomplish legitimate organizational goals; be aware of the importance of timing, politics and group processes in managing change.
Energizing / Interacting	Able to create positive energy (motivation/encouragement) in both individuals and groups. Able to communicate with others in a warm and helpful manner while simultaneously building credibility and rapport.
Organization and Planning	Able to organize or schedule people or tasks; to develop realistic action plans while being sensitive to time constraints and resource availability.
Team Building	Able to work with people in such a manner as to build high morale and group commitments to goals and objectives.

OFFICIAL BOARD APPROVAL

This is to certify that the Official Board of _____ Church has approved the Job Description of Pastor _____ and will:

- a.) send an electronic copy of the approved Job Description to the Superintendent of Personnel within thirty days of approval.
- b.) recommend that the 360 team participate in the Performance Appraisal training in six to nine months when offered in the area.
- c.) have the Performance Appraisal completed within one year of this Official Board recommendation and send a copy of the results to the Superintendent of Personnel.

Done by order of the Official Board of the _____ Society of The Free
Methodist Church in Canada at _____ this _____ day of _____,
20 _____.

Pastor

Secretary

APPENDIX “E” – CHURCH TRANSITIONS HANDBOOK

VISION, MISSION & CORE VALUES STATEMENTS

(NAME OF CHURCH)

VISION

The **vision** is a preferred future that is concrete and compelling and tells where the church expects to be in the next two to three years.

MISSION

The **mission** is a statement of the types of activities that God has used to get you to your vision.
A mission statement usually states something about outreach (attracting the unchurched), evangelism (winning them), discipling, training and releasing them into ministry.

CORE VALUES

Core values are Biblical values that guide the work.

APPENDIX “F” – CHURCH TRANSITIONS HANDBOOK

JOB DESCRIPTION CREATION PROCESS

The pastor’s Job Description needs to start with large concepts and then be broken down into sections in the same way that a city is mapped out. Here are the parts:

I. Major Responsibilities (MR):

are the large neighbourhood ideas. Keep a big picture.

Need 4-6 MRs

II. Key Activities (KA):

are not the "neighbourhood," but the "block"...defines the blocks in the neighbourhood.

Need 2 for each MR

III. Standards of Performance (SP):

measures the success..."Did you actually get this done or not?"

Need at least 1 for each KA

IV. Core Competencies (CC):

describes the necessary behaviours it will take to get you to your God-given preferred future.

choose 6-8 core competencies

V. Experience & Training:

What training, education and experience are required to do the job?

ideal and minimum requirements

VI. Spiritual Gifts:

What kind of spiritual gifts are required to do the job?

choose 3 spiritual gifts

JOB DESCRIPTION (JD) GUIDE

I. Major Responsibilities (MR):

Reminder: MRs are the large neighbourhood ideas. Keep a big picture. Need 4-6 MRs.

1. brain-storm and prioritize
 - first look at the MISSION statement. Then ask this key question: "What are the major areas from our mission statement that need to be captured in the MRs of the JD?"
 - start listing them without debate
 - prioritize the list
 - the top 4-6 MRs are enough.
2. Major Responsibilities: Test
 - do the MRs reflect our vision, mission, and core values?
 - do the MRs stay **away from strategies and how tos**, dictating how the incumbent will accomplish the vision? i.e. are we "micro-managing"?
 - did we stay in a large enough "neighbourhood?"that is "big picture?"
3. Ranking the MR's
 - we are not trying to account for crises in incumbent's life.
 - we are not trying to account for details of daily work that must be done which do not fit the MRs

II. Key Activities (KA):

Reminder: A Key Activity is not the "neighbourhood," but the "block"....not strategies, but defines the blocks in the neighbourhood. Should have at least one or two KAs for each MR, may have more.

1. brain-storm and prioritize again.
 - "look at each of the Major Responsibilities we just discovered."
 - ask this question: "**What are the key activities essential to delivering on this major responsibility?**"
 - again, list them without debate on the flip chart
 - prioritize the list
 - the top 2-4 KAs are enough.
2. Repeat #1 for each MRs.

III. Standards of Performance (SP):

Note 1: The term "Measures of Success (MS)" is an alternative way to describe SPs. They mean the same: MS or SP answer the question, "**Did you actually get this done or not?**"

Reminders: Standards of Performance are not strategies, not telling the incumbent "what to do" or "how to do it"

SPs can reflect **quantity of results**. Some examples are:

- number of leaders trained, or groups started
- number of new ministries begun
- number of global initiatives

SPs can reflect **quality of results**. Some examples are:

- leaders functioning well
- structures established and functioning well
- teams identified, organized and functioning well
- global awareness raised

1. Brain-storm and prioritize

- use this test question for each SP: **"What would the KA results look like if success were achieved?"**
- there should be at least one SP for each KA, but may likely be more.

2. Repeat #1 for each KA

IV. Core Competencies (CC)

Reminders:

- Vision describes your **preferred future two years out**.
- Core Competencies describe the necessary behaviours it will take to get you to your **God-given preferred future**.
- Vision asks: **"Where do we see God** leading us to be in two years?"
- Core Competencies asks: **"What leader competencies will God** need to provide to get us there?"

1. Look at your vision and ask, "What kind of behaviours/competencies will it take to get us there?"
2. Read through the list of 28 competencies in Appendix "H".
3. From the list choose 13.
4. Now reduce this list to 6-8. You may choose as many as needed, but the top 3-5 competencies will be the crucial ones.

V. Experience & Training

1. Draw an axis graph on the flip chart and label as follows.
 - a. Training is vertical, e.g. high school, college, university.
 - b. Experience is horizontal in years 0 to 10.
2. Read through the options in Appendix "I".
3. Have the team select the intersection points for ideal requirements and the minimum requirements.
4. Write a description of both sets of requirements into the Job Description

VI. Spiritual Gifts

1. Look at your vision and ask, "What kind of spiritual gifts will it take to get us there?"
2. Read through the list of 21 spiritual gifts in Appendix "J".
3. From the list choose 10.
4. Now reduce this list to 3.

APPENDIX “G” – CHURCH TRANSITIONS HANDBOOK

JOB DESCRIPTION TEMPLATE

Position Description	Church/Department
Name (or Incumbent)	Location
Reports to	Team (Ministry Leaders/Staff)
Network Leader: _____ The Official Board of _____ Free Methodist Church	
Peers	
The _____ Network led by _____	
# of Hours	Date of last Revision
<input type="checkbox"/> Full time (based on at least 40 hrs/week) <input type="checkbox"/> Part time: _____ hrs/week	

Position Overview

Minimum Education and Job Related Experience Requirements (see Appendix I)

As a minimum, the incumbent must possess _____

Preferred Education and Job Related Experience Achievements (see Appendix I)

Ideally, the incumbent would possess _____

Ideal Past Career Experience:

Other important information about this position:

RESPONSIBILITIES AND ACTIVITIES

The prioritized **major responsibilities**, percentage of time, key activities and **standards of performance** for this position are listed below:

MAJOR RESPONSIBILITIES

(Suggested percentage of time allocated to each area of responsibility)

Major Responsibility	Overall Percentage of Time
1. _____	_____ %
2. _____	_____ %
3. _____	_____ %
4. _____	_____ %
5. _____	_____ %

KEY ACTIVITIES

[copy and add in as many charts as necessary for each major responsibility listed above]

2. Major Responsibility: _____

Key Activities	Standard of Performance
•	•
•	•
•	•
•	•

2. Major Responsibility: _____

Key Activities	Standard of Performance
•	•
•	•
•	•
•	•

3. Major Responsibility: _____

Key Activities	Standard of Performance
•	• •
•	• •
•	• •
•	• •

4. Major Responsibility: _____

Key Activities	Standard of Performance
•	• •
•	• •
•	• •
•	• •

5. Major Responsibility: _____

Key Activities	Standard of Performance
•	• •
•	• •
•	• •
•	• •

CORE COMPETENCIES (a complete list of sample core competencies is attached as Appendix H)

The operationalized core competencies which the incumbent must demonstrate in order to be effective in this position are listed below:

Core Competency	Operationalized Competency “What does this look like on the job?”

OFFICIAL BOARD APPROVAL

This is to certify that the Official Board of _____ Church has approved the Job Description to be included in the Church Profile.

Done by order of the Official Board of the _____ Society of The Free Methodist Church in Canada at _____ this _____ day of _____, 20____.

Pastor

Secretary

APPENDIX “H” – CHURCH TRANSITIONS HANDBOOK

CORE COMPETENCY DEFINITIONS (rev May 2012)

#	CORE COMPETENCY	OPERATIONALIZED COMPETENCY <i>What the incumbent would demonstrate if we observed them on the job</i>
1.	Alertness	Able to be attentive to all aspects of the environment while working; to monitor environment during routine activity.
2.	Analytical Problem Solving	Able to use a systematic approach in solving problems through analysis of problem and evaluation of alternate solutions; use logic, mathematics or other problem solving tools in data analysis or in generating solutions.
3.	Assertiveness	Able to maturely express one’s feelings and opinions in spite of disagreement; accurately communicate to others regardless of their status or position.
4.	Big Picture Thinking	Understanding complexity; viewing situations from a broad perspective.
5.	Building Business Partnerships	Developing mutually beneficial long-term business relationships with customers and suppliers.
6.	Commitment to Task	Able to start and persist with specific courses of action while exhibiting high motivation and a sense of urgency; willing to commit to long hours of work and make personal sacrifice in order to reach goals.
7.	Communications – Spoken and Written	Able to clearly present information through the spoken word; influence or persuade others through oral presentation in positive or negative circumstances; listen well: able to write clearly and effectively present ideas and to document activities; to read and interpret written information
8.	Coping	Able to maintain a mature problem-solving attitude while dealing with interpersonal conflict, hazardous conditions, personal rejection, hostility or time demands.
9.	Creativity	Able to develop unique and novel solutions to problems; use intuition and a new way of thinking to give birth to new ideas; to present information in an attention-getting and interesting manner.
10.	Customer Orientation	Keeping focused on the customer when making decisions and taking actions.
11.	Decision Making and Problem Solving	Able to take action in solving problems while exhibiting judgment and a realistic understanding of issues; able to use reason, even when dealing with emotional topics.
12.	Decisiveness	Able to make decisions quickly on available information and take action; make commitments and not change decisions when challenged; deal with emergencies as necessary.

#	CORE COMPETENCY	OPERATIONALIZED COMPETENCY <i>What the incumbent would demonstrate if we observed them on the job</i>
13.	Developing People	Coaching people; helping them build capabilities needed now and in the future.
14.	Energizing	Able to create positive energy (motivation) in both individuals and groups.
15.	Goal Setting	Able to define realistic, specific goals and objectives; to prioritize objectives.
16.	Interaction	Able to communicate with others in a warm and helpful manner while simultaneously building credibility and rapport.
17.	Intercultural Capacity	An orientation that reflects self-awareness of one's own culture and the acquired ability to recognize, appreciate and engage with patterns of difference (values, perceptions and behaviours) that emerge in interaction with people who are from other cultures.
18.	Leadership	Able to influence the actions and opinions of others in a desired direction; to exhibit judgment in leading others to worthwhile objectives.
19.	Organization and Planning	Able to organize or schedule people or tasks; to develop realistic action plans while being sensitive to time constraints and resource availability.
20.	Out-of-the-Box Thinking	Viewing situations in new and creative ways.
21.	Perceptivity	Able to interpret verbal and non-verbal behavior; to develop accurate perception and understanding of others' feelings, needs, values and opinions; to be sensitive to and aware of personality differences and conflicts.
22.	Policy and Procedures	Able to relate to routine operations in a manner that is consistent with existing solutions to problems; conform to established policies and procedures; log work activities.
23.	Process Improvement	Developing reliable and sustainable processes that add value to our customer.
24.	Reading the System	Able to recognize and use information about organizational climate and key individuals to accomplish legitimate organizational goals; be aware of the importance of timing, politics and group processes in managing change.
25.	Team Building	Able to work with people in such a manner as to build high morale and group commitments to goals and objectives.
26.	Tolerance of Ambiguity	Able to withhold actions or speech in the absence of important information; deal with unresolved situations, frequent change, delays or unexpected events.
27.	Versatility	Able to modify one's own behavioral style to respond to the needs of others while maintaining one's own objectives and sense of dignity.

APPENDIX “I” – CHURCH TRANSITIONS HANDBOOK

Minimum Education and Experiential Standards:

[illegible]

Preferred Education and Experiential Standards:

[illegible]

APPENDIX “J” – CHURCH TRANSITIONS HANDBOOK

DEFINITIONS OF THE SPIRITUAL GIFTS

1. **Administration:** The special ability to be a leader for the church in directing and planning its life and order. The special ability to plan and execute procedures that increase the church's organizational effectiveness. An example can be found in Acts 15.
2. **Art/Graphic Artist:** The special ability to sense what will look good or communicate in an effective way on paper, banners, in sculpture, gardens, and other visual mediums. See Exodus 31:3-11.
3. **Craftsmanship:** The special ability to create, troubleshoot, and repair the technical and hardware supports necessary for church ministries. See 2 Chronicles 34:9-13.
4. **Evangelism:** The special ability to effectively share one's faith with non-Christians in a way that leads to a new commitment to Christ. An example is Peter in Acts 2:14-29 or Philip in Acts 8:1-7.
5. **Encouragement:** The unique ability to comfort, strengthen, and challenge those faced with significant choices or actions. An example can be found in Acts 9:26-30.
6. **Giving:** This is the ability to contribute significant material wealth, time, or talents to support ministries of Christ and the church. People with this gift seem to be able to create resources easily and contribute them unselfishly. See 2 Corinthians 8:1-7.
7. **Helps:** The special ability to assist others in practical ways that are nonetheless very necessary. Often this gift complements other ministries and makes them more effective. See Romans 16:1-2.
8. **Hospitality:** The special ability to open one's home to strangers in a way that makes them feel comfortable and to make visitors to church events feel welcome and appreciated. See Acts 16:15.
9. **Prayer:** This is the unique ability to intercede faithfully and constantly before God for the needs of people and ministries. Often these "prayer warriors" see God answering prayer in exceptional ways. Colossians 4:12.
10. **Knowledge:** This is the special ability to discover and comprehend truths one gains in Bible study -- the details, the various themes, and the message of the Bible as a whole as it applies to any situation. An example of this gift can be found in 1 Corinthians 2 and 4.
11. **Leadership:** The unique ability to motivate, equip, and direct others in the ministry of Christ. This ability is always tempered by a loving concern for the ones being led. See Acts 13:1-3 and Acts 15.

12. ***Mercy:*** The ability to express deep concern and loving compassion towards people who are discouraged, mistreated, or just plain down and out, even if as a result of their own choices. Mercy is the gift that finds a way to minister appropriately to people who suffer. Acts 9:36 or Romans 15:1.
13. ***Shepherding:*** The special ability to guide, nurture, and care for individuals and groups in the church so that they grow in their faith and spiritual maturity. This is the gift of being responsible for the welfare and unity of Christ's disciples. See 1 Peter 5:1-9.
14. ***Musical:*** The ability to use one's voice or an instrument to bring glory to God and communicate effectively with people. An example is found in 1 Chronicles 16:41-42.
15. ***Serving:*** This is the ability to meet the physical and practical needs of people in or out of the church. The gift of service meets those needs with humility and takes joy in being helpful to others. Acts 6:1-6.
16. ***Teaching:*** The ability to teach, train, and encourage Christians in the way of Christ with clarity and faithfulness to the Bible. John 21:15-17 or 1 Timothy 4:6,11 and 5:17.
17. ***Prophecy:*** The special ability to proclaim and stand for God's truth in the face of confusion or disobedience and in a way that leads to correction, repentance or encouragement. Acts 11:27-30, 21:7-12.
18. ***Discernment:*** The special ability to see through to the spiritual motives in people, events and actions and to determine whether or not they are of God. See 1 John 2 and 3.
19. ***Vision or Faith:*** It is an exceptional ability to see what isn't and to believe and act as though it will be because God will do it, especially in terms of the advance of the Kingdom or the increase in the church. Acts 16:9,10,18, 18:9-11, 27:21-26.
20. ***Tongues:*** The special ability to communicate effectively with God or others in a language not learned in conventional ways. Tongues may be a gift for personal encouragement or it may be a gift for the building up of the whole church (when interpreted). See Acts 2:1-13; 1 Corinthians 14:1-19.
21. ***Healing:*** The ability to be a channel of God's power to restore human brokenness and relieve suffering. See Acts 3:1-10; 1 Corinthians 12:27-30.

APPENDIX “K”- CHURCH TRANSITIONS HANDBOOK

Free Methodist Church														
Salary Table samples for full time														
					Lead Pastor		Staff Pastor		Staff Pastor		Staff Pastor		Staff Pastor	
Base Salary					\$35,000.00		\$25,000.00		\$25,000.00		\$25,000.00		\$25,000.00	
Education														
Diploma				\$1,200.00					\$1,200.00					
Bachelors degree				\$3,000.00		\$3,000.00		\$3,000.00			\$3,000.00			\$3,000.00
Masters Degree				\$4,000.00		\$4,000.00		\$4,000.00						
Doctorate				\$5,000.00										
Credentials														
Commisioned Minister				\$1,500.00					\$1,500.00					
Ordained Minister				\$2,000.00		\$2,000.00		\$2,000.00						
Ministry service in years														
5+				\$3,500.00		\$3,500.00		\$3,500.00		\$3,500.00				
10+				\$3,500.00		\$3,500.00		\$3,500.00						
15+				\$3,500.00				\$3,500.00						
Total						\$51,000.00		\$44,500.00		\$31,200.00		\$28,000.00		\$28,000.00
Based on years in paid ministry						14		17		6.5		4.5		1
Notes:														
1. This table will be reviewed every three years and adjusted when needed.														
2. This chart shows what each position's salary would be if they were starting today.														
3. The Lead Pastor starts at a higher base salary for being the supervisor of all other positions.														

APPENDIX “L” – CHURCH TRANSITIONS HANDBOOK

Candidate Evaluation Template

For each criteria based on the profile job description, provide a rating from 1 to 10 (where 1 is low and 10 is high). A lot of high ratings would indicate the candidate is a very good fit. Some questions require a comment rather than a rating.

CRITERIA	CANDIDATE						
	A	B	C	D	E	F	G
Min. Education							
Preferred Education							
Credentials							
Min experience							
Preferred Experience							
Core Competency (CC) 1							
CC 2							
CC 3							
CC 4							
CC 5							
CC 6							
Major Responsibility (MR) 1							
MR 2							
MR 3							
MR 4							
MR 5							
MR 6							
Spiritual Gifts							
SUMMARY (who seems to be a fit based on resumes and profile?)							
OTHER OBSERVATIONS							
Candidate Character Observations							
Candidate Strengths/ Accomplishments							
Candidate growth areas							
Areas of Concern?							
Do I think this candidate is prepared for this position?							
Other thoughts							
Do I think God might use this person to lead us at this point in time, to pursue the vision God has given us as a church?							



Listening Guide for Evaluating Teaching & Sermon Samples

By Katie Viscontini
Vanderbloemen Search Group
www.vanderbloemen.com

Below is a listening guide to aid your Pastor Search Committee members as you evaluate the teaching/sermon samples of your pastoral candidates.

There are twelve questions for the areas of both presentation and content. Most of the questions are "yes" or "no" questions with space for additional comments. With many of the questions, answering "no" is not a count against them as a speaker; it merely helps to assess their style of teaching.

We pray this listening guide is helpful for your search team as you evaluate which candidates have the style and teaching that is the best fit for your congregation and your church's mission.

Presentation

1. Are they comfortable and confident? Yes No _____

2. Do they pray before they begin? Yes No _____

3. Do they capture your attention in the first 30 seconds? Yes No _____

4. Is their manner of speaking more: Casual Formal _____

5. Are they well spoken? Articulate? Yes No _____

6. Do they have a good stage presence? Is it appropriate for the venue in which they are speaking? Yes No _____

7. Is it easy to follow them? Yes No _____

8. Are they engaging? Easy to listen to? Yes No _____

9. Was the sermon: Too Short Too Long Just Right _____

10. Do they seem well prepared? Yes No _____

11. Do they use their sense of humor? Yes No _____

12. Is their passion for God's word and his people evident? Yes No _____

Content

1. Do they go straight to scripture? Yes No _____

2. Is their style of teaching more: Exegetical Expository Topical Textual Narrative _____



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3. Do they employ a: Freer Use Of Text Stricter Use Of Text _____

4. Do they appeal more to: The Heart The Mind _____

5. Do their illustrations boost your understanding of the scripture/topic? Yes
No _____

6. Is the sermon well structured? Yes No _____

7. Do you see evidence of originality in their teaching? Yes No _____

8. How do they treat the text? _____

9. Do they make the sermon practical/applicable? Yes No _____

10. Is there evidence of great wisdom/insight? Yes No _____

11. Is the message more: Encouraging Challenging Good Mix _____

12. Is there a call to action at the end of the sermon? Yes No _____



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Notes: _____

APPENDIX “N” - CHURCH TRANSITIONS HANDBOOK

CHECK CANDIDATE REFERENCES

1. Explain your reason for calling, who suggested his/her name as a reference, and ask for help in making a good choice.
2. It is important to particularly check the reference of the most recent immediate supervisor (Director and/or Bishop).
3. In a telephone conversation you may wish to use some or all of the following questions:
 - How well do you know _____? (In what relationship?)
 - In what areas of ministry does the candidate work best?
 - How well does _____ do the things you didn't mention?
 - How would you describe their leadership style?
 - What sort of gifts do they bring to the position?
 - In what ways has _____ shown the ability to build and lead a team?
 - Name one or two areas you would like to see developed or improved?
 - What does _____ tend to emphasise in ministry?
 - What do you think would be an ideal congregation for ministry for _____?
 - Is there anything else you think we should know about?
4. After the telephone conversation it is good to reflect on the conversation with these questions:
 - How much weight do you give this person's assessment?
_____ a lot _____ some _____ not much
 - What was the level of enthusiasm in support of this candidate?
_____ high _____ moderate _____ low
 - Did anything in the conversation surprise you, make you wonder, or arouse some reason of caution in you?
_____ yes _____ no
If yes, what? _____

 - Was there anything you require in a minister in your congregation that was mentioned with reservation or not at all?

(You may want to double-check these items with other references.)

Appendix "O"-Church
Transitions Handbook
(used by permission)



The Church Leader's Guide To Conducting Effective Reference Checks

By Gail Mayes
Vanderbloemen Search Group
www.vanderbloemen.com

Reference checks are a key part of any church's hiring process. Here at Vanderbloemen Search Group, we strongly encourage churches to conduct very thorough reference checks on their final candidate(s) as part of their due diligence. It can help you discern who would be a great hire and help you avoid who might be a disastrous hire.

The goal of reference checks is not to catch the candidate in a lie or fabricate a "gotcha" moment, but rather to assess whether the candidate has the character, skills, and abilities necessary to serve on your church staff. Truly effective reference checks should also give you insight into how they would be best managed and led should they join your team.

One of the ways we serve churches is by offering comprehensive, 360-degree background & reference checks on candidates, where we conduct reference checks, criminal/background checks, credit checks, social media checks, and education verifications, and we compile all the information in a comprehensive report. (It can be really smart to have a third party like Vanderbloemen conduct these checks for you for legal reasons, our expertise in the area, and your peace of mind when making a hire. If you're interested in talking to us about this service, [contact us here.](#))

In our experience conducting reference checks, we are continually evaluating and improving our list of effective questions that we ask each reference.

Here are 5 questions that are vital for every ministry reference check, regardless of the role. These questions are a great start to your most effective reference checks.



1. How do you know the candidate?

It's easy to skip this question and rely on information provided by the candidate, but I've found it to be important to ask the references themselves. This will verify information the candidate provides and will give additional details of their relationship.

Understanding the relationship between the reference and candidate is key to both your question formation and their answer evaluation. It is important to spend a few minutes thinking of how you might tailor the questions for references based on their relationship to the candidate. A supervisor will be able to give you a behind the scenes perspective on a candidate's ability to work with those in leadership. Conversely, a previous subordinate should be able to give you a good description on a candidate's leadership ability and style.

[Related: 4 Crucial Steps Of Church Staffing Due Diligence](#)

2. How would you describe the candidate's leadership style & ability?

This question is especially important when conducting reference checks for someone in senior leadership, but it's also important for any role on a church staff. By asking references how they would describe the candidate's leadership style, abilities, and weaknesses you can gain insight into how they would fit in and lead your organization.

3. How does the candidate interact with other church staff members?

Do they keep to themselves or do they befriend other church staff members and serve other ministries at the church? What is their communication style? How well do they get along with others? One of the core staff values at Vanderbloemen Search Group is "Broadband Love," meaning we strive to live in grace and walk in love with each other by serving each other.



By asking questions about a candidate's ability to serve their colleagues, you are really asking, "Are they a team player?" If a candidate is really talented but a rotten member of your team, are you sure you want to make that hire?

4. Talk about the candidate's ability to recruit & lead volunteers.

This is an important question for almost any church staff member, as the success of many church ministries depends on the number, quality, and retention of volunteers. Can this candidate train others to lead? Depending on the size and vision of a church, each church will place a different emphasis on leadership of staff and management of volunteers, recruiting, training, and/or mentoring volunteers. Smaller churches with limited resources will find that hiring a candidate who is skilled in the area of recruiting volunteers will dramatically improve the quality of and the participation in the ministry. Larger churches will often place more emphasis on a candidate's ability to lead staff and manage volunteers.

Also, no matter what size your church and what leadership style you are specifically looking for, church staff members should be continually pointing those under them to a growing relationship with the Lord. Which leads me to the next important question:

5. Is the candidate intentional about their time with the Lord?

Do they have a growing relationship with God? Are they being mentored, discipled, and poured into by other Godly leaders? Are they humble in spirit? It's easy as a church staff member to be so busy serving God and the church that you forget to actually take time to be *with* God. By asking questions about the candidate's relationship with God – and not only their personal relationship with God but their working out that relationship in the context of relationships – you are verifying that they indeed have a genuine, growing relationship with Christ.



Related: 11 Scary (Or Illegal) Interview Questions

For as much as we believe reference checks are a critical part of the church staffing process, it is also important that reference responses not be given more weight than what they actually are: one person's opinion of another person's performance. If questions or red flags were raised about a candidate's performance during a reference check, follow up with the candidate about those questions. Don't dismiss a candidate outright before you dig into those red flags. They may be able to give you some background and details that would alleviate any concerns, or perhaps give you additional references that could provide additional information to aide in the decision-making process.

There are numerous additional questions that are vital for thorough, effective reference checks, questions that can reveal important truths behind a candidate's background, transitions, strengths, family, and role-specific skills & expertise.

As I mentioned, one of the ways that Vanderbloemen serves churches is by offering comprehensive, 360-degree background & reference checking for a church's potential candidates. We conduct reference checks, criminal/background checks, credit checks, social media checks, and education verifications, and we compile all the information in a comprehensive report. Many smart church leaders partner with a third party like Vanderbloemen to conduct these checks. It can keep a church blameless regarding certain legalities in hiring & interviewing, and provide a church with the utmost peace of mind when making an important hire.

If you're interested in talking to us about our background check and candidate vetting services, [contact us here](#).

Vanderbloemen Search Group is a pastor search firm that helps churches and faith-based organizations find great staff. If you are interested in conducting a compensation analysis for your church, consulting about your staffing or church development, or hiring us to find your next team member, reach out to us anytime at info@vanderbloemen.com.