

2026

CHURCH TRANSITIONS HANDBOOK

As practiced by The Free Methodist Church in Canada

*[For use by the local church Transition Team, formerly known as the
Pastoral Leadership Task Force]*

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INTRODUCING THE TRANSITION PROCESS

When a pastor leaves a congregation, it's difficult but also can be a window of opportunity for a congregation to experience transformational turning points towards health and renewed ministry.

No two pastoral transitions are the same yet there are key principles and approaches that can help a church use this time of transition as an opportunity to grow in health and readiness for when the next pastor arrives to lead the congregation into the next season.

This handbook provides a range of practical tools and approaches that can help your church navigate the time of transition. Your transition isn't just about filling the pulpit and getting on with the search for a new pastor. It's about so much more. It's a time to heal, connect, reflect, discern, adjust, pray, listen, change, and prepare for what God has next.

The Transitions Handbook will help guide you through the next several months (or as long as your transition lasts) with ideas and tools you might find helpful.

Five Stages

There are five stages in the transition process that will be explained in this handbook. It spans before or as the transition begins up until after the new pastor is hired. Summary:

Stage One: Initiation and Announcement

Stage Two: Initial meetings - Pre-assessments and Preparations

Stage Three: The Intentional Transition Process

Stage Four: The Search Process (Preparing and Posting Job)

Stage Five: The Search Process (Interviewing and Hiring)

STAGE 1: BISHOP & DIRECTOR OF CHURCH HEALTH (DCH)		
After official notice is given to NLT, the FMCIC declares the church “in transition” with one letter to the Pastor releasing him/her from their appointment (from Bishop) and another to be read at the Church (written from DCH).		
STAGE 1-5: DIRECTOR OF CHURCH HEALTH (DCH), COACHES (OR <i>TRANSITIONAL PASTOR</i>) and DIRECTOR MINISTERIAL FORMATION (DMF)		
Guides entire transition process up until hiring is completed (Depending on multiple factors this could be between 6-24 months)		
Local Church Board Role	Timeline	Transition Team (TT) Role
STAGE 2: Board meets with Transition Coach (and Regional Coach) to conduct a pre-assessment.	As soon as possible after the church is in transition	
STAGE 3: Meets with Regional Coach to help them establish TT and plan the transition.	As soon as possible after the assessment is completed	
	Once TT is established	meets with Regional Coach for orientation on their role
Supports the TT to go through the transition process	(3-12 months)	collaborates with transitional pastor, or Regional Coach to support the intentional transitional process. Speed during this stage depends on health.
STAGE 4: The Search Process (Preparing Job Description and Church Profile)	(2-4 months)	guided by Regional Coach and Transition Pastor using available 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
STAGE 4: The Search Process (Posting Job Description and Church profile)	(job posted for 4-8 weeks)	Chair submits completed Church Profile to Church Health Admin for posting.
		TT Chair receives resumes from Ministerial formation Office
STAGE 5: The search Process (Interviewing and Hiring)	(within 2-3 weeks)	Ministerial Formation Director meets with TT to create a short-list of candidates
	(1-3 months)	interviews candidates
Informed by TT Chair of successful candidate		chooses successful candidate and Chair informs Board of their recommendation
Board chair negotiates and signs LOU(¶879) with successful candidate and informs TT chair when completed	(1-2 weeks)	
Board chair informs treasurer to be in contact with candidate to complete payroll documents		
(1 week)		
Board Chair sends request for appointment to Ministerial Formation Department who sends appointment request to the regional Ministerial Education Guidance and Placement (MEGaP) committee by email to vote for approval of appointment.		
The Bishop sends a letter to the 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.		

STAGE ONE: INITIATION AND ANNOUNCEMENT

Transition in the FMCIC is initiated in various ways

Some of the main ways a pastoral transition is initiated include:

- by a signed letter from the board and pastor to the bishop
- by a signed letter from the pastor to the bishop
- by an unacceptable performance appraisal
- by a MEGAP decision for health reasons
- by a MEGAP decision to move a pastor
- because of disciplinary action
- a no confidence vote

For more details on this, see the FMCIC Manual.

A church is officially in transition when two things happen

Two actions must be taken to officially initiate a pastoral transition. These two actions are taken by members of the National Leadership Team:

- 1) A letter is sent by the Director of Church Health to the local church and must be read on a Sunday morning.
- 2) A second letter is sent by the Bishop to the pastor releasing them of their appointment.

STAGE TWO: INITIAL MEETINGS – PRE-ASSESSMENT & PREPARATION

Once a church is officially in transition or preparing to be in transition, a meeting is set up with the help of the delegate and board chair between the church health team and the official board. One of the goals of that initial meeting is to do a pre-assessment in order to determine the needs of the church once the transition is under way.

The Pre-Assessment Meeting

To help the board better understand the various issues that need attention during transition and raise awareness to their strengths and gaps going into transition, a representative from the Church Health Team or Transition Coach will meet with the board (and other key leaders as designated by the board) to provide education, learning, a pre-assessment, and discuss the current situation going into transition.

The pre-assessment is designed to help facilitate a conversation that helps clarify the current reality and inform the development of a transition plan. What follows this first meeting is support to put together the next steps of the transition, including help to establishing a Transition Team (hereafter TT, formerly PLTF), a plan to train for the TT, and consideration for outside help as needed.

The Transition Team (formerly called the Pastoral Leadership Task Force or PLTF)

The TT team consists of five to seven people and includes the delegate. The following points will help guide the formation and make up of that team. *The Transition Team*:

- are members and/or preparing for membership, and who have had significant involvement in the local church for at least a year
- represent the demographic of the congregation
- are committed to serving on the TT and possess skills or abilities suitable to teamwork (Eg. they are leaders, doers, organizers, relators, innovators, analyzers, writers etc).
- are able to support and oversee the hiring process (this could include someone with Human Resources experience) 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 Church Health, members of the Church Health team, Regional Coaches and the MEGaP committee.
- if local church employees, Ministerial Candidates or Lay Ministers who are tracking for ministry within the FMCIC, ordained members of conference or located ministers will not be allowed to be involved in the actual search process, including the interview and hiring process
- must set aside their personal preferences in order to focus on the big picture and the good of the whole church.
- might consider having an odd number of team members to avoid stalemates when taking votes but a consensus model of decision making is preferred
- are willing to sign the TT covenant found in the Appendix.

Spiritual leadership of the congregation through the time of transition

Overall, the church transition can sometimes take anything between 6 to 24 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 TT.

Transition Requires Focused Prayer

Some matters to pray about during transition could include: those areas where healing or change might be needed; the outgoing pastor and his/her family; wisdom and guidance for the church leadership; unity for the church; discernment and wisdom for the TT; patience for the church; that God would begin working in the heart of your next pastor.

Some suggestions for prayer: pray intentionally and expectantly; using specific prayer – i.e. a commissioning prayer for the TT; have special times of prayer for the entire congregation (including times of fasting); for more prayer ideas, see [the Pastoral Search Prayer Calendar](#).

Hiring a Transition Pastor

The church may decide to hire a full or part time transition pastor. They must be a member of the conference but if they are credentialed with another denomination, they must be approved by the FMCIC to work with our churches. A transition pastor doesn't just fill in but provides expertise to help the church with issues related to the transition. Discuss this further with your Regional Coach.

A transition pastor could help the board and TT clarify goals that will be accomplished before the search process begins. They provide expertise in order to help guide the entire transition process. For details on the role of a transition pastor, see the job description in the appendix.

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 transitional process and wait for a period of time before appointing the next lead pastor

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

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

Confidentiality

Large portions of this process must maintain strict confidentiality. This needs to be communicated to the congregation. It is very important that the TT covenant together to keep the process confidential. Information cannot be shared with anyone, sometimes even including the spouses of TT members. While this level of confidentiality is necessary for everyone involved, it is particularly important to maintain confidentiality especially as it pertains to those candidates who have applied and 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 preferred process is for the pastor and spouse not to attend the church from when they leave until the new pastor is appointed, to prevent undue pressure on all parties.
- However, a clearly defined agreement and policy, approved by the local board and developed in consultation with the Regional Coach, the Director of Church Health, and the church, can enable their involvement under specific conditions. In this case, the retiring pastor must provide their consent (preferably in writing) to not undermine the transition process or the new leadership in any way. Violating this trust may result in the revocation of the exception.
- At present, the denomination recommends 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.
- During this period, it is not recommended that the previous minister be invited back to do weddings, baptisms, funerals, or other pastoral involvements to allow room for the new Pastor to establish leadership **except in special circumstances approved by the board and new pastor.**
- After the new pastor has been in position for three months and if the outgoing pastor wishes to re-integrate with the local church community, it is recommended that the new pastor initiate a relationship with the outgoing pastor (if one doesn't already exist).
- After the **six months have elapsed** following the new pastor's start date, and after engaging in-depth with him/her in this regard, and based on the recommendation of the current Pastor, the Board will promptly communicate in writing to:
 - the retired pastor its decisions regarding:
 - whether the six-month absence is deemed sufficient, or advisedly is to be extended, or it is recommended that they discontinue any plan to return to the church;
 - Any matters in a *Terms and Conditions for the Planned Involvement of the Retiree and Spouse*, including how the retired pastor will be publicly identified and addressed, which involvements are permitted, and any limitations on interactions between the congregants and the retired pastor and spouse, as relevant upon the retiree's return.
 - the congregation and FMCIC regarding the same matters, as appropriate.

Pastoral Transition Policy

For additional details on the transition, refer to The pastoral transition policy available in the Manual of the Free Methodist Church in Canada at the provided link.

<https://fmcic.ca/manual/chapter-8-the-ministry/%c2%b6875-policies-for-pastroal-transitions-and-appointments-in-the-free-methodist-church-in-canada>

Exit Interview

When considering an exit interview with the outgoing pastor, check out this resource by Vanderbloemen called “[Exit Interviewing 101 Church Leaders.](#)”

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 TT meet with the Director of Church Health or his designate?
- When will the pre-assessment be conducted with the board and leadership?
- When will the transitional plan be created?
- How much time will be taken to carry out the transitional work before the search begins?
- When will the local church do the renewed revitalization process (formerly LifePlan)?
- When will the church begin working on the church profile?
- When will the final job description be completed?
- 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?

STAGE THREE: THE INTENTIONAL TRANSITIONAL PROCESS

Areas to Consider During Transition

Following the initial assessment and considerations based on that, the intentional transition process, based on key recommendations from stage now begins. The following areas are important to pay attention to during transition to ensure your church is as healthy as possible as it prepares for the search for your next pastor. For more information on these various areas of transition, visit the Transitions page of the FMCIC website.

The areas to consider are:

- Facilitation of relevant and biblical preaching
- Facilitation of congregational care
- Facilitation of local church administration
- Healthy closure to the past
- Relationship and spiritual renewal
- Vision clarity and revitalization process
- Organizational health
- The search process

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 TT can help the process by providing opportunities for these feelings to be expressed.

Since the pastor and family may also struggle with feelings of loss, it would be helpful for the TT 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 [here](#). If the pastor departs before the TT 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.

Meeting pastoral needs during the transition period

The time between pastors 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. Whether a transitional pastor is available to help the church or not, the board and leaders of the church will need to step up and help carry on the ministry of the church.

If a full-time transitional pastor is not available for a church in transition, there are a few other possibilities:

- You may be able to hire an interim pastor to provide basic pastoral functions during a transition time (preaching, visitation, etc.)
- You may use lay people from the local church for visitation, preaching, worship leadership, small group leadership, and other ministry tasks.
- You may use available supply pastors, retired ministers, Ministerial Candidates, Commissioned Ministers, students from a local Bible College or Seminary, professors from a Christian college or a minister who is in special relationship with the Conference.
- You may find a minister from a neighbouring church to help with crisis pastoral care, weddings, funerals, and other specific needs.

Communication with Congregation

Regardless of how long the process takes, clear, consistent and appropriate communication from both the Board and TT to the congregation is essential. That might include regular prayer updates and status reports on the transition process. Make sure the communication is consistent between the Board and TT.

Conducting or Updating Your Church's Future Plan

Before you can prepare the church profile and job description for the next pastor, you may need an updated ministry plan since that information could make up part of the church profile.

We have developed a new strategy similar to the LifePlan to ensure that we are faithful to both God and our neighbours. Like the LifePlan, this simplified version 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. The Board may instruct the TT to engage in a process if the data in the ministry plan is not current. An introduction to any aspects of the new Revitalization Pathway can be done through the Director of Church Health or designated Coach for your Church.

Email the Director of Church Health, Rev. Jervis Djokoto, at jervis.djokoto@fmcic.ca (or your designated Regional Coach) to book a consultation on the relevant process for your church. For complete information on the New Revitalization Pathway go to this link: <https://fmcic.ca/church-health/>. There are also other church health tools that could be helpful in updating information. The Director of Church Health will talk about those resources with the TT.

STAGE FOUR: SEARCH PROCESS (PREPARING & POSTING)

DEVELOPING THE PROFILE AND THE JOB DESCRIPTION

Creating or Modifying the Pastoral Job Description

One of the documents that needs to be prepared during stage four is the pastoral job description. It will either need to be updated or created depending on what’s discovered and learned through revitalization or visioning process (formerly LifePlan). The TT may be given the task of updating the job description but make sure it is based on current data. It will 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 will need to be included with the church profile.

Make sure to clearly indicate whether the pastoral position is full time or part time.

The job description template can be found in Appendix B. Sample job description templates are available from the Director of Church Health upon request.

Local Church Information

In this section you will be gathering information that is needed for your church profile but is not included in the ministry 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 (TT Chair): _____

Mailing Address: _____ Phone: _____

Email Address: _____

1. PEOPLE INFORMATION

Membership:

Total Membership: _____

Number of new members in the past five years _____

Number of families in your Church Directory/ mailing 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 55-64 _____

Age 5-14 _____

Age 65-74 _____

Age 15-19 _____

Age 20-24 _____

Age 75-84 _____

Age 25-44 _____

Age 85 + _____

Age 45-54 _____

Occupation of Primary Income Provider:

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

- ___ Business
- ___ Construction
- ___ Clerical
- ___ Professional
- ___ Health Care
- ___ Food Service
- ___ Agriculture
- ___ Education
- ___ Government
- ___ Manufacturing
- ___ Other
- ___ Retired

Household Income of congregational families:

- \$00-\$19,999
- \$20,000-\$39,999
- \$40,000 - \$59,999
- \$60,000 - \$99,999
- over \$100,000

Education of Adult Members and Adherents:

- Public School
- High School
- Some University/College
- Bachelor's Degree
- Master's Degree
- 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. TT 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		
Counselling		
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. Completed the		
16. Completed a revitalization process <u>20__</u> (year) (if applicable)		

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 TT 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 Ministerial Formation Administrator will have copies available to send with the profile.)*

DEVELOPING THE PROFILE AND THE JOB DESCRIPTION

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.

Completing and 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 TT 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 current 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: Lorilee Bishop – Administrative Assistant to the Director of Church Health, The Free Methodist Church in Canada. Email: Lorilee.bishop@fmcic.ca. And if you need a sample to work from, ask Lorilee.

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 Administrative Assistant to the Director of Church Health and will be forwarded to the TT chairperson after the posting deadline date.

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

UNDER NO CIRCUMSTANCES should there be communication between any member of the TT 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 TT member with the name of a potential candidate, the TT member will make them aware of the appropriate process for that candidate to apply for the position. If the TT or Board receives a resume directly, that resume must be forwarded to the Administrative Assistant to the Director of Church health.

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 Church Health (DCH).

The TT chairperson may request that the DCH 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 CHURCH HEALTH**. 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 ADMINISTRATIVE ASSISTANT TO THE DIRECTOR OF CHURCH HEALTH 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 Church Health 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 DCH to make the investigation as brief as possible.

The DCH 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 Transition Team (TT) or any member of the local church in transition tries to directly contact a pastor under appointment in another local church, rumors 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 TT may be perceived to be arrogant or just disrespectful by the other church. The TT could be perceived as “picking fruit from someone else’s tree.”

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

The DCH 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 rumors. 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 Church Health who will guide the process to ensure strict confidentiality and good communication and to minimize rumors among churches while allowing for the investigation of a call to take place.

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 Administrative Assistant to the Director of Church Health, 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 TT 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 TT member with the name of a potential candidate, the TT member will make them aware of the appropriate process for that candidate to apply for the position. If the TT or Board receives a resume directly, that resume must be forwarded to the Administrative Assistant to the Director of Church Health.

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

Administrative Assistant to the Director of Church Health 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 Administrative Assistant to the Director of Church Health to request the profile and job description.

Succession Planning and Internal Candidates

When a candidate for the lead pastor position emerges from within the local congregation after a long-term plan of intentional development and training, a unique dynamic arises that must be acknowledged plus navigated with care, prayer, and discernment. This situation is referred to as a succession plan. Succession planning is not only practical but also deeply biblical: we see Moses prepare Joshua (Deuteronomy 31:7–8), Elijah train Elisha (1 Kings 19:19–21), and Paul mentor Timothy (2 Timothy 2:2). In each case, there is intentional equipping, discernment, and confirmation by the broader community of faith.

We encourage more Free Methodist churches to consider succession planning as a proactive practice by investing in the ongoing development of young and emerging leaders. This involves creating ongoing avenues for emerging leaders—especially younger or newer leaders—to be identified, mentored, and equipped. Ideally, this will increase the possibility that internal candidates can one day step into key leadership roles with discernment, affirmation, and readiness. Our hope is that internal hires for key pastoral roles will increasingly become the norm rather than the exception.

Key Considerations When an Internal Candidate Is Identified

If, during a pastoral transition, the church board identifies someone within the congregation as a possible candidate for the lead pastor role, two options are available:

- **Suspend the external search process** in order to initiate a dedicated discernment process focused solely on the internal candidate, or
- **Invite the internal candidate to formally apply** and be considered alongside other candidates in the broader search process (recommended).

In either case, the board must act with prayerful intentionality, in consultation with the assigned coach and Director of Church Health (and the Director of Ministerial Formation), to ensure alignment with FMCIC values and denominational processes.

Recommended Discernment Process for Candidates when the external search Process is Suspended.

The Transition Team, under the oversight of the church board, will carry out a structured process to discern the particular internal candidate's suitability after being identified by the TT. This process should include the following key elements:

1. Congregational Prayer

The Transition Team (TT) should update the congregation that an internal candidate is currently under consideration. The church is then encouraged to participate in a dedicated period of prayer and fasting to seek God's guidance regarding the future leadership of the congregation as they navigate this unique process.

2. Development of a Discernment Roadmap

The Transition Team, in consultation with the board and the Director of Church Health, should outline a clear and time-bound process, which may include:

- a. **Congregational discernment questionnaire** could be distributed to the congregation, designed to gather thoughtful feedback about the internal candidate. This will include questions addressing:
 - The candidate's alignment with the current and future needs of the church
 - Personal character and spiritual maturity
 - Ministry competencies (skills, abilities, and spiritual giftedness)
 - Clarity of ministry calling
 - Team chemistry with existing leadership (both lay and pastoral)
- b. **Candidate Interview**

The Transition Team will conduct an in-depth interview with the candidate to explore their vision, readiness, and sense of calling.
- c. **Congregational Meeting**

When an internal candidate is identified, a Society meeting will be held to update the congregation on the discernment process. This meeting will provide opportunities for questions and encourage unity and transparency. A vote may also be conducted if necessary. This procedure is specific to the internal hiring process and is not expected for other traditional hiring processes.

3. Final Recommendation

If, after this process, both the Transition Team and church board discern that the internal candidate is well-suited for the role, the candidate's name will be submitted through the denomination's standard appointment channels to be considered for appointment as Lead Pastor.

SUMMARY OF ACTIONS

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

STAGE FIVE – SEARCH PROCESS (INTERVIEWING AND HIRING)

Receiving Resumes

Prayer

Focused prayer before, during and after the search process cannot be stressed strongly enough. This decision needs Holy Spirit guidance from start to finish. Ask God to show you his will and find ways to listen and discern his direction throughout.

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 TT hold the names of those who have applied in the strictest confidence. This information cannot be shared with anyone, including the spouses of TT 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 TT 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 TT to aim at the right target.

- Each member of the TT 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 TT focused on identifying the candidate who has the capacity to lead the church.

STAGE FIVE – SEARCH PROCESS (INTERVIEWING AND HIRING)

Creating a Short-List of Candidates

When the Administrative Assistant to the Ministerial Formation Director has forwarded the resumes to the TT 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 TT. It would be very appropriate for the TT chairperson, on behalf of the team, to let the applicants know that their applications have also been received, and to provide some sense of the timeline with which the TT 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 TT members before the meeting:

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

1. If anyone on the TT is related through blood or marriage to any one of the candidates, that member must recuse him/herself immediately from the TT unless and until that relative is no longer shortlisted.
2. Each member of the TT 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 TT identified in the profile.
3. Each member of the TT individually uses the Candidate Evaluation Template (see Appendix “E”) along with the church profile and pastoral job description to aid in this process so that each TT member comes to the meeting with his/her thoughts recorded. This will aid greatly in the creation of the short list.

The TT 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 “E”) 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 Ministerial Formation will meet with the TT once the members have had the 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 TT 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 TT met and reviewed all the resumes received
- c) some comments on strengths that the TT identified in the candidate’s resume
- d) a statement that, after careful consideration the TT 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.”

STAGE FIVE – SEARCH PROCESS (INTERVIEWING AND HIRING) *continued*

The First Interview

CONFIDENTIALITY REMINDER: Only the members of the Transition Team (TT) should know who has applied and who has been shortlisted. Members of the TT - 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 TT 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 TT 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 TT 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?
- Request from each short-listed candidate a copy of a Police clearance certificate dated within the last three years. If a candidate is unable to provide this document, they will need to indicate a willingness to begin the process to obtain a new one.
- Create a response sheet for each candidate to include sermon recording notes and interview responses (download a [Listening Guide For Evaluating Sermon Samples](#) for more guidance).
- After reviewing all responses together, the TT 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 (i.e., 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 TT 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, i.e., “the TT 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 TT 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 TT 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, i.e., 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:** TT 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 TT 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 TT 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 (pre-MEGAP) interview will be scheduled in a timely manner by the Ministerial Formation Department in order to ensure the candidate would also be a good fit denominationally. For candidates in this position, a second interview should not be considered until the TT receives and reviews the results of the pre-MEGAP interview.

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 TT are truly interested and believe have the best potential to be a good fit.
- It may be that the TT 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 TT contacts a board chair, delegate, assistant pastor, ministry team leader or any other reference from that pastor’s current appointment.
- Two members of the TT 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.

STAGE FIVE – SEARCH PROCESS (INTERVIEWING AND HIRING) *continued*

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 the candidate ask questions.

Goal of the interview: Is this the candidate the TT 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 “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 TT 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 TT 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 TT will discuss the results and make a decision about each candidate as to who will move forward to the on-site visit. The TT 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.

STAGE FIVE – SEARCH PROCESS (INTERVIEWING AND HIRING)

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 TT 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 TT 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 TT is divided. It may be, as a step in the TT’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 TT.

Careful Communication

The TT 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 TT 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 (i.e., no posting on social media, websites, etc.) Explain that the on-site visit is one more step in the TT’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 TT 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 TT 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 TT 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 (i.e., 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 TT 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 TT.

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 TT 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 TT makes, not everyone will be happy. The TT 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 TT.

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.

STAGE FIVE – SEARCH PROCESS (INTERVIEWING AND HIRING)

Letter of Understanding and Payroll

Once a candidate has been chosen, the TT 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/>). In addition, the successful candidate will need to begin the process of obtaining a new police clearance certificate for this new position

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.

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 TT chair sends the recommendation of appointment to the Bishop, using the format below.

The Transition Team 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 Linda Adams at Linda.Adams@fmcic.ca and copied to the Director of Ministerial Formation, Kevin Stenhouse at kevin.stenhouse@fmcic.ca. Once Bishop Linda and the Director of Ministerial Formation receives the recommendation, they will take it to the Ministerial Education, Guidance and Placement (MEGAP) committee for a vote. If the MEGAP committee votes in favor of the appointment, Bishop Linda will send a letter to the TT Chairperson or Delegate to be read to the congregation announcing the appointment. If an appointment request is received by Bishop Linda by noon on a Wednesday, then it is highly likely the letter to the congregation can be read the following Sunday.

THE TT 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 TT chairperson or the delegate, the TT can disband, with the thanks of the whole congregation.

STAGE FIVE – SEARCH PROCESS (INTERVIEWING AND HIRING)

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 to help the Board do that well:

1. Assign a point person – someone to oversee all of the introduction activities. This could be the TT chairperson, the Board chair or delegate, or a church staff person.
2. Spread the big announcement – ideally the TT 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, i.e., 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. Remind the new pastor he/she will need to begin the process of obtaining a new police clearance certificate for this new position
5. Set up meetings in the first couple of weeks for your new pastor to meet with other church staff, board members and key leaders.
6. 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.
7. 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.

APPENDIX A – TRANSITION TEAM MEMBER AGREEMENT

I, _____, a member of the TT of _____ Church, agree wholeheartedly to serve on the TT and my church by doing the work of the task force which includes prayerfully seeking the next senior pastor that God is calling to lead our congregation.

Along with my fellow TT members, I commit to the following:

- I will pray earnestly and seek God’s direction throughout the process
- I agree to adhere to the roles and responsibilities of the TT
- I agree to work within the timelines as laid out by the board and TT
- I agree to attend scheduled meetings as able and contribute what I can
- I agree to work with unity when the time comes to select the next pastor for our church
- I will work with the TT to seek input from the church leadership, staff and congregation as we work through the steps of the transition
- I will work together with the TT to write the church profile and job description for our ideal candidate, striving for high but realistic standards.
- I will be intentional, thoughtful, consistent, and honest in our communication with the congregation, the church staff, the candidates, and each other.
- I will uphold the highest levels of respect and confidentiality, and will help to clearly define what is to be kept confidential.
- I will not delay in our communication with candidates.
- I 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.
- I 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.
- I will strive for peace, cooperation, respect, and unity in our discussions and decisions, avoiding conflict and, if it occurs, addressing it with prayer, humility, and love.
- I will help hold one another accountable to this agreement, speaking the truth in love.

Name (please print)

Date

Signature

APPENDIX B - TRANSITION PASTOR JOB DESCRIPTION

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 _____	

Ideal Past Experience:

The transitional pastor has:

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

Training and Credentials

- Trained as a transitional pastor and leader
- Credentialed with the FMCIC or vetted to work with the FMCIC
- Pastoral experience and ideally experience working with churches in transition

General Responsibilities

1. Provide closure to the previous pastor
 - Dealing with the past in such a way that it doesn't hinder or restrict what God is wanting to do in the future.
 - Counsel and help people deal with their grief and loss – as well as celebrate the past helping the congregation leave it behind in a healthy way so they can move on.

2. Preach and lead worship on Sunday mornings
 - Work with the leadership team to plan and lead worship services.
 - Preach on a regular basis and work with the leadership team to find appropriate pulpit supply on the Sundays not preaching
 - Be available for special events such as baptisms, funerals, or other special programs (eg. Easter) as needed

3. Provide leadership, support, and mentoring to the Board and the leadership team
 - Meet with the TT regularly for planning and preparation
 - Give counsel and advice on all issues related to the health of the church in this time of transition
 - Work with the Board Chair to coordinate board meetings
 - Keep the denominational leadership informed of the situation and consult with them as needed
4. Provide guidance and support to congregational care
 - Be available for pastoral care as needed

Special Responsibilities

1. Work towards the resolution of any conflict surrounding the former pastor or any other unresolved issues (bring in outside help as needed).
2. Work towards enhancing and nurturing healthy relationships inside and outside the church community.
3. Provide proper assessment and analysis of the church's needs with recommendations for improvement in all areas of church health.
4. Evaluate and enhance current structures and organizational health as required.
5. Work on developing a ministry plan (formerly LifePlan) that ensures the church moves in the direction of God's future story.
6. Work at enhancing organizational health in areas such as small groups, assimilation, evangelism, and the organization of the church policies and procedures.
7. Work with the TT and the denominational representative as needed during the search process.

The Transitional Leader is not just filling in but given both the authority and responsibility to carry out all the responsibilities they are asked to perform.

Official Board Approval

Once the transitional pastor is selected and approved by the denomination if not a Free Methodist pastor, a copy of the Job Description is sent to the director of Church Health within thirty days of approval. The official board is encouraged to provide feedback to the transitional pastor every six months.

Note: The transition pastor at the beginning of their work with a church will declare a commitment to **not apply or be available for the senior pastor position**. This keeps the role distinct and unclouded by the opportunity to become the senior pastor. If for some reason the church still wants to approach the transition pastor for the position, they are to set up a meeting with the Director of Church Health or his team to discuss this possibility.

APPENDIX C – VISION, MISSION & CORE VALUES TEMPLATE

(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 D – JOB DESCRIPTION CREATION PROCESS

A. AN OVERVIEW OF THE SECTIONS OF A JOB DESCRIPTION

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:

<p><u>I. Major Responsibilities (MR):</u> are the large neighbourhood ideas. Keep a big picture. <i>Need 4-6 MRs</i></p>
<p><u>II. Key Activities (KA):</u> are not the "neighbourhood," but the "block"...defines the blocks in the neighbourhood. <i>Need 2 for each MR</i></p>
<p><u>III. Standards of Performance (SP):</u> measures the success..."Did you actually get this done or not?" <i>Need at least 1 for each KA</i></p>
<p><u>IV. Core Competencies (CC):</u> describes the necessary behaviours it will take to get you to your God-given preferred future. <i>choose 6-8 core competencies</i></p>
<p><u>V. Experience & Training:</u> What training, education and experience are required to do the job? <i>ideal and minimum requirements</i></p>
<p><u>VI. Spiritual Gifts:</u> What kind of spiritual gifts are required to do the job? <i>choose 3 spiritual gifts</i></p>

B. JOB DESCRIPTION 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 to's**, 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.

C. 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]

1. 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
•	•
•	•
•	•
•	•

D. CORE COMPETENCIES (for a complete list of sample core competencies see next page)

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

CORE COMPETENCY DEFINITIONS

#	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.
13.	Developing People	Coaching people; helping them build capabilities needed now and in the future.

#	CORE COMPETENCY	OPERATIONALIZED COMPETENCY <i>What the incumbent would demonstrate if we observed them on the job</i>
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 behaviors) 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.

E. 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"/>					
Some High School or equivalent	<input type="checkbox"/>					
High School Diploma or equivalent	<input type="checkbox"/>					
High School Diploma + job related courses or equivalent	<input type="checkbox"/>					
Community College or equivalent	<input type="checkbox"/>					
Technical trade	<input type="checkbox"/>					
Bachelor's degree	<input type="checkbox"/>					
Master's degree	<input type="checkbox"/>					
Professional Designation (e.g. CA, P. Eng., C.H.R.P., M. Div.)	<input type="checkbox"/>					
Doctoral degree	<input type="checkbox"/>					

F. 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"/>					
Some High School or equivalent	<input type="checkbox"/>					
High School Diploma or equivalent	<input type="checkbox"/>					
High School Diploma + job related courses or equivalent	<input type="checkbox"/>					
Community College or equivalent	<input type="checkbox"/>					
Technical trade	<input type="checkbox"/>					
Bachelor's degree	<input type="checkbox"/>					
Master's degree	<input type="checkbox"/>					
Professional Designation (e.g. CA, P. Eng., C.H.R.P., M. Div.)	<input type="checkbox"/>					
Doctoral degree	<input type="checkbox"/>					

G. 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 E – CANDIDATE EVALUATION TEMPLATE

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?							

APPENDIX F - CANDIDATE REFERENCE CHECKING GUIDE

SUGGESTIONS FOR CHECKING A CANDIDATE'S 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 emphasize 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.)

For more on how to conduct a reference check from Vanderbloeman, [click here](#).

What happens to current staff (appointed or employed) when a new 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 (i.e., is the transition pastor the supervisor of the staff, or is the Board chair?).
- There are no promises made about employment or 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 (i.e., Associate/Assistant Pastor preaching more, visitation, etc.)
- If a new lead pastor is to be appointed, it is not mandated by the conference that other staff members must submit their resignations. Each individual church will need to determine best course of action in this regard. (See ¶851 and ¶375.2 of the Manual)
- 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.