

A Pastor Selection Process Model

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(Adapted from the Illinois District of the Assemblies of God)

CONTENTS

Selecting a New Pastor	3
Self-study	7
Assessment Methods	9
Finally	13

APPENDIX

Congregational Self-study	A
Pastoral Support	B
Pastor's Information Form	C
Telephone Interview Form	D
Evaluating a Sermon	E
Interview Questions	F
Process Summary Sheet	G
Sample Letters	H

Church boards often ask for a procedure which would be used when a vacancy occurs in the pastorate of the assembly. The following is a suggested guideline for working with boards to help fill vacancies. The church is experiencing with an extremely important spiritual decision and the church board should be encouraged to mobilize the church membership to prayerfully seek the direction of God. He has a leader for your church and He will bring the two together. It is imperative that the church body and the new pastor are convinced that they are being led by God and are assured that they are moving in the will of God.

SELECTION OF A TEMPORARY CHAIRMAN

The Official Board should meet and select a Chairman from among their number. Your church Constitution and Bylaws should give direction in this decision. Care must be taken to carefully follow its instruction.

PULPIT SUPPLY

It will be the board's responsibility to see that a pulpit supply is secured for each service. The District Office will provide names of supply pastors. Be sure to decide on adequate remuneration for them.

NOTIFY DISTRICT OFFICE OF VACANCY AND REQUEST POSSIBLE CANDIDATES

When a pastor resigns, he should notify the District Superintendent and the church secretary should also contact the District Superintendent.

Names of prospective candidates, with resumes, can be obtained from the District Office. Members of the congregation may also submit names. Individuals hearing that the church is seeking a pastor may also contact you. There is no problem with this as long as these names are submitted to the District Superintendent so that a history of the candidate can be obtained. This will help safeguard the church against calling a candidate who may not have the qualifications and personal character to be their pastor.

SELECTION OF INDIVIDUALS TO BE CANDIDATES

The Official Board should review the names and resumes according to certain qualifications, types of ministry, previous experience, and what evidence of success the candidate has had. After review, they should select those to be invited for interviews as possible candidates. If possible the entire board should agree on the one to be called as a candidate. The church board must be careful that no one be invited to candidate if they are not in agreement that the individual to be considered would be a suitable pastor for the church.

INTERVIEW WITH CANDIDATE

When the Official Board invites a candidate to come for an interview, they should provide accommodations for the minister and spouse, preferably a motel room. Expenses incurred, such as meals, lodging and travel should be paid.

The board should provide the candidate with a copy of the Constitution and Bylaws of the assembly ahead of time so that he may prepare for the interview. They should also provide him with other vital information on the church, such as the previous year's financial statements and average attendance for Sunday School and church services.

This interview should be an open, honest and free discussion with questions and answers. The candidate should be questioned on his philosophy of pastoring and his program for a growing church, and:

1. Program for Christian Education & Youth

2. Program for Senior Citizens, etc.
3. Program for Missions
4. His views regarding the church's Bylaws

It is important that the candidate has a thorough understanding and agreement with the church board from the very beginning as to possible areas of conflict, programs and policies of the church, and what is expected of each other.

VOTING ON CANDIDATES

The board should be in agreement on the voting procedure the church should follow before any candidates are invited. The church body should be informed of this procedure. *It is strongly suggested by the District that one candidate be invited to minister and be presented to the congregation as the pastoral candidate.* Following the Sunday night service, the congregation should vote. If the candidate receives the required number of votes to be elected, he should be informed of his election. A District or Sectional officer should preside over the business meeting for the election. The proper thing to do is for the candidate to leave during the voting time.

If the candidate does not receive the required number of votes to be elected, he should be notified of the congregation's vote immediately.

When the church votes on a candidate and there is no election, the next candidate on the list should be called and the above procedure repeated.

THE FOLLOWING AREAS SHOULD BE DISCUSSED

1. Remuneration

- a. Salary
- b. Parsonage or housing allowance
- c. Utility payments
- d. Auto expenses
- e. Expense of moving
- f. Travel and expenses to District/General Councils, Ministers School, Camps
- g. Retirement benefits
- h. Hospitalization insurance

This needs to be flexible. Endeavor to determine the needs of the prospective pastor and agree to meet those needs, if possible. Be sure to be as generous as you are financially able. God will honor your proper care of His servant.

2. Vacation

Give consideration to previous pastorate and years in ministry for vacation allocation. (For example: If the pastor had three weeks vacation at previous church, consider the same.)

3. Outside Employment

Unfortunately, this is a problem in many of our churches that are not fully self-supporting. If at all possible, outside employment should be avoided. If this is not possible, there should be an understanding and agreement of the church board regarding particulars.

4. *Outside Ministries For the Pastor*

It should be determined whether a pastor may go away occasionally for a revival meeting, if he so desires. If so, how often?

5. *Wife's Ministry*

When you hire a pastor, you are not getting two for the price of one. The majority of pastors' wives are dedicated and are willing to give of themselves to the work of the church. However, this should not be taken for granted. If she is expected to do office work for her husband and the church, she should be remunerated for such.

6. *Candidate's Questions*

The board should allow the candidate opportunity to question them on any subject of vital concern, such as philosophy and their relationship to the pastor and congregation. It is strongly recommended that all agreements between candidates and the church board be properly recorded in the minutes at the meeting.

CANDIDATING PROCEDURE

When a minister is invited to come as a pastoral candidate, provisions should be made for the lodging of the entire family (preferably in a motel). All expenses incurred, such as meals, lodging and travel should be paid and a generous honorarium should be given to the candidate.

It is recommended that a social time be planned for either Friday or Saturday night, allowing the members of the congregation to become acquainted with the pastoral candidate prior to Sunday.

On the Sunday, the candidate ministers to the church body. The board should plan for the day, allowing time for the candidate and family to spend some time by themselves.

Prior to the Sunday evening service, the candidate and board should meet to discuss the following:

1. The board's willingness to proceed with a vote following the evening service.
2. The candidate's willingness to allow the congregation to vote on him.
3. The candidate's willingness to accept the pastorate if he is elected.

KEEPING THE CONGREGATION INFORMED

Throughout the entire process, it is important to keep the congregation informed of the committee's progress. Possibly the committee chairman could share with the Sunday morning congregation on a regular basis.

WHILE YOU WAIT A NEW PASTOR

The parsonage should be inspected to determine repairs and redecorating that may be needed. These should be done while the parsonage is vacant. Consideration in decorating should be given as to the taste of the pastor's wife. She should be given an opportunity to express her preference.

Remember, your District Superintendent and the Sectional Presbyter are ready to assist you with counsel and guidance as needed. Do not hesitate to call upon them should problems arise, or advice be needed.

INSTALLATION OF NEW PASTOR

You may wish to set a date, shortly after your new pastor arrives, for an installation service. The District Superintendent, or District Officer is available to preach the message and conduct the installation of your pastor. The service is meaningful to both the pastor and congregation.

SUGGESTIONS FOR INSTALLATION SUNDAY

- * Provide a corsage and boutonniere for pastor and spouse.
- * Plan a fellowship meal for the church (or) have reservations for pastor, board guests at a local restaurant.
- * Have a receiving line where the pastor and his family can greet each church member.
- * Plan a grocery shower.
- * You may wish to give a welcome gift.

These are just suggestions. You may appoint a committee to decide what you want to do.

SELF STUDY

A self-study will aid the pastoral search process in three ways. *First*, it can be an excellent introduction to the church for applicants and candidates. *Second*, the Pastor Nominating Committee (PNC) can translate the needs of the church that they identify during the self-study into qualities needed by their next pastor. *Third*, the self-study enables the committee to involve the entire congregation in the search process very early and very meaningfully.

(Appendix A)

A comprehensive self-study should address the following areas. A selective summary of this self-study can be sent to all applicants; the full self-study can be sent to the finalists.

1. *General Description of the Church.*

- * Date of church's inception.
- * Number of members, Sunday morning and Sunday School attendance five years ago and today.
- * Breakdown by age, for example, percentage of members under 20, between 20 and 34, between 35 and 49, between 50 and 64, and 65 and older.
- * Total annual budget and missions budget.
- * Programs for children ages 12 and under.
- * Programs for young people ages 13 through 21.
- * Adult group organizations; including the name of the group, frequency with which group meets, and its usual attendance.
- * Description of the buildings, discussion of their adequacy for present church programs, mortgage indebtedness, and monthly mortgage payments.
- * A list of all salaried staff besides the pastor. Include person's name, position.
- * Names of the last three pastors who have served the church and their dates of service, indicate the reason the last pastor left and what he is doing now.

2. *General Description of the Community*

- * Describe the type of community immediately surrounding the church.
- * Describe the racial composition, ages, educational levels, and occupations of the community. Are any significant changes in the community's composition occurring now?
- * What quality of education is available at the primary, secondary, college, and graduate levels?
- * What medical care is available?
- * What challenges face the community?

3. *The History of the Church*

- * Identify significant dates and events.
- * Give a brief description of the pastors who have served and their most important contributions if the church has a short history. If the church has a long history, do this only for selected pastors.

4. *Strengths of the church*

- * Using the items that come from the Congregational Self-Study Forms and the PNC's own thoughts, discuss the church's present strengths.

5. *Challenges Facing the Church*

- * Discuss those areas that need to be strengthened or issues that need to be resolved.
- * The PNC should probably agree as a group about the level of self-disclosure to be given to all pastoral applicants. Remember that what the PNC shares at this level will undoubtedly become somewhat public knowledge. Therefore, do not give information that would be destructive if it were to reach the congregation.
- * The level of self-disclosure to finalists can and should be somewhat higher. The PNC can

ask finalists and their spouses to keep the information confidential. They should use it only to help them make the decision about whether they have the gifts the church needs now.

6. *Challenges of the Next Five to Ten Years*

* Some of this information will obviously be somewhat speculative. However, that should not prevent you from including it. A congregation and a PNC that have been thinking and planning for the future will favorably impress an applicant.

7. *Qualities the Next Pastor Should Possess*

* These qualities can be summarized from the PNC's discussions and the Congregational Self-Study Forms.

8. *Salary and Benefits*

* Salary should be expressed in general terms and as a range rather than a fixed number.

* If a church is small and cannot afford to pay a full-time pastor's salary, identify opportunities for other part-time work compatible with pastoring. (Appendix B)

Assessment Methods

There are six primary ways that PNC's may assess, with a minimum of cost, the degree to which an applicant meets their criteria.

They are:

- (1) Biblical qualities
- (2) answers to the Pastor's Information Form
- (3) information from references

- (4) credit check
- (5) analysis of tapes of sermons
- (6) answers to a carefully prepared personal interview

Biblical Qualities

I Timothy 3:1-7 and Titus 1:5-9 give the prerequisite biblical qualities for anyone desiring to be a pastor.

Listed here are the qualities that God says are prerequisites for the position of pastor (1 through 12) and some of the qualities necessary if one is to be *an* effective leader (13 through 24)

1. Personal character above reproach from within and without the church
2. Thoughtful, dignified, and self-controlled
3. Not a novice
4. Not a drunkard (substance abuser)
5. Not violent, quick-tempered, quarrelsome, arrogant, or over-bearing
6. Not a lover of money or a pursuer of dishonest gain
7. Gentle in his dealings with men
8. Upright and holy in his life before God
9. Loves what is good
10. Faithful marriage with a well-ordered home and disciplined children
11. Hospitable
12. An apt teacher
13. Leader-developer rather than heroic leader
14. Can develop a ministry vision that respects congregation, community and world needs
15. Can translate that vision into a concrete plan
16. Can make and stay within a realistic budget
17. Can motivate others to become part of the vision through healthy means
18. Can maintain control of a church and its programs in a healthy manner
19. Can build group cohesion and healthy pride
20. Can coach others to their best performance
21. Sets an example for others to follow
22. Earns the loyalty of staff and congregation
23. Cares deeply about his congregation
24. Is available and visible to staff and congregation

You may add other specific qualities based on your self-study and your discussion of issues. Then decide where you will include questions that will address these qualities. If you choose not to screen for some of these qualities, you may wish to remove the questions related to them.

Pastor's Information Form

An example of this form is included. Your church may make copies of this form or may use it in modified form for your pastoral search. (Appendix C)

Using a standard form rather than resumes has certain advantages:

1. An entire new industry has grown up that does nothing but produce resumes. Resume writers are trained to cover up failures or weaknesses in a person's work history.

2. Professional resume writers are trained in using words that connote power and exceptional performance and in selecting special types of paper and typefaces that increase readability and prestige.
3. Resumes do not always answer the questions you would like answered. They do not volunteer negative information.
4. With resumes you cannot compare pastors on the same criteria; therefore, making objective comparisons between them is difficult.

For those reasons, it is wise to compose a standard form for all applicants. Pastors who have a resume can send it along with a completed Pastor's Information Form.

Some potential applicants will not want to take the time to complete a Pastor's Information Form, particularly if they already have prepared a resume. However, a person who is unwilling to spend an hour completing an important application is probably not very motivated about coming to your church anyway.

Information from References

One of the most common mistakes made by pulpit committees is their failure to carefully check references. Most committees that do not use references asked for written letters of reference. *Most written letters of reference are probably little better than worthless for several reasons.*

First, usually the people listed as references feel kindly toward the applicant.

Second, in an increasingly litigious society, people are becoming reluctant to put in writing anything negative about a person.

Third, when receiving a letter from a reference, we lose much of the communication data that we could gain from a telephone interview.

I strongly recommend that two or three committee members who are most comfortable making telephone interviews be assigned the task of contacting the references of applicants under serious consideration. These people should have good "telephone presence", that is, the ability to convey warmth and genuineness through their words and voice tone.

How do we get a reference to open up and discuss characteristics about someone else?

1. Open the reference check with the assurance of absolute confidentiality within the search committee. The reference will be shared "without attribution." That is, that the reference's name will not be disclosed, even to the search committee, but only identified as "a board member," "a deacon," "faculty member," etc. This assurance can help to loosen up a reluctant source.

Be sure you honor your word when you promise confidentiality!

2. You can remind the source you are contacting that he is only one of a number of people with whom you are checking. In effect, you are saying that nothing he or she says will by itself cause the candidate to be dropped.

3. If significant negative information develops, get off that particular point as soon as you can and avoid judgmental reactions. Also, be sure to conclude the reference check on an upbeat note.

A sample telephone interview form is included (Appendix D)

Credit Check

This check may seem inappropriate when evaluating a pastor, but some churches have learned a lesson the hard way by not doing it. There is a biblical basis for doing this kind of check: a criterion for those who would be pastors is that their personal character be without reproach both within and without the church.

Analysis of Sermons

By this time, each applicant should have sent the committee two sermons. Listening to the sermons of all the applicants will not be necessary. The committee will have eliminated many applicants in the first review.

For the remaining applicants, some PNC members may be assigned to make the telephone calls to their references. The rest of the members may be assigned to evaluate tapes of sermons. See the form provided for one method for evaluating sermons. Your committee may use it, either as it is or in modified form. (Appendix E)

At least three PNC members should listen to each sermon. Because three people individually rate each sermon, the combined ratings will more likely accurately represent the congregation's preferences. The chairman of the PNC, or someone he or she designated, can be responsible for the calculations involved in qualifying and averaging those responses.

A Personal Interview

This last means of evaluating a candidate will not occur until there has been a second round of eliminations based on the committee's evaluation of sermon tapes and information gathered from interviews with references.

Typical group interviewers often fail to prepare and coordinate their questions with one another before hand, which can result in awkward silences. Each interviewer may pursue questions that he or she thinks up. Frequently, another interviewer inserts a second line of questions. As a result, the applicant often views such interviews as disorganized. To address some of these difficulties, the PNC can do the following:

1. Use a prepared set of questions - (Appendix F)
2. Be aware of the tendency to make premature decisions based on the first few minutes of the interview. Consciously try to suspend making a decision about the applicant until the end of the interview.
3. Develop an organized plan for how the group will ask questions so that they discuss all essential topics in depth.

One possible plan is to list, beforehand, questions that an applicant will be asked and the order in which they will be asked. Then let each committee member volunteer to ask certain ones.

Each person who volunteers for a question is responsible for asking that question and any follow-up questions necessary to clarify the applicant's answer. Someone else may ask a follow-up question on that topic as well. The committee chair can check to see if there are any further questions on that topic and then go to the next designated person and question. In this way committee members ask all questions on a given topic at once, giving the feeling of a more organized discussion.

The questions should be organized so that the early ones touch upon topics emphasizing the applicant's strengths and successes. After the applicant and group have built rapport and feel more comfortable with each other, the discussion can move into areas that may be more troubling for the applicant, such as, difficulties he has experienced. Be sensitive to the applicant and his spouse. It is not easy to talk about personal failures with a group of unknown people, particularly when one does not know how they will respond to someone's honesty and vulnerability. Deal with each applicant with the same kind of gentleness you would want to be dealt with if you were the interviewee.

Before each interview, everyone of the nominating committee should review the applicant's answers on the Pastor's Information Form.

FINALLY

I. *PRAYER*

Put a strong emphasis on prayer. God already knows who your next pastor will be; as you wait before Him in prayer it will be revealed to you.

- * Encourage the church to pray daily for the board and for God's direction in selecting a new pastor.
- * Call special times of prayer for that one purpose.

II. *DIRECTION*

As you pray, God will direct you. Read I Samuel 16:1-13 and remember that, "man looketh on the outward appearance, but the Lord looketh on the heart."

Many churches are looking for all the wrong things. We cannot overlook, except to our

sorrow, the things for which God is looking. Read again I Timothy 3:1-7 and Titus 1:5-9. Review the list in your manual. Remember you are looking for a man of God - God's man for this church.

III. *PULPIT*

It is important that a good ministry is maintained in your church. The District Superintendent can help with the names of people available to fill your pulpit. The District Office should be informed as to who is preaching from week to week. The minister must have Assemblies of God Credentials or approval from the District.

IV. *TIME*

It is impossible to predict how long it will take for a new pastor to be selected. The matter of time, however, is of essence. Your church needs a pastor. The congregation may become restless if the period of time is too long.

- * Don't wait until you have many resumes.
- * Do follow up on the leads or resumes that you have selected as good prospects by sending the Pastor Information Form.
- * Do call the references using the telephone interview form.
- * Do meet often enough to keep the process flowing.
- * Do not hesitate to call the Superintendent if it would be helpful for him to meet with the committee.

V. *REPORT*

It is important that a regular report be given to the congregation concerning your progress. This report will also serve as a call to prayer for the Lord's direction in selecting a new pastor. You will find it helpful to regularly make contact with the District Superintendent. Once every two weeks, or more often if necessary, to report your progress.

VI. *CANDIDATE*

No candidate shall be considered who does not carry Assemblies of God credentials. When you have narrowed your selection of Pastoral Candidates to two or three, contact the District Superintendent for his help. He can secure information that would be very helpful to you in the final selection. You should have the approval of the District Superintendent when presenting a Pastoral Candidate to the church.

Congregational Self-Study Form

As part of our work in finding a new pastor, the pastor nominating committee would like your input in describing our church.

Sex: Male _____ Female _____

Age: _____

Number of Years a Member or Attender _____

Strengths

Please identify three or more areas in which you believe this church meets your needs or the needs of others:

Weaknesses or Challenge

Please identify one or more areas in which you believe our church is not meeting your or other members' needs as well as it could.

Future Areas of Ministry

In what areas, if any, do you think our church should attempt to have a ministry in the next five to ten years that it is not having now?

Qualities Our Next Pastor Should Have

Please list the qualities that you think are important for our next pastor to have:

Thank you for your time and input. Your responses will be considered carefully by the Pastor Nominating Committee.

Appendix A Guidelines in Determining Pastoral Support

Key factors in determining the salary of a pastor are:

1. Gross income of the church
2. Economy of the community
3. The average median family income in the community
4. Overall church debt responsibilities
5. The pastor's
 - a. longevity in the ministry
 - b. longevity in the local church
 - c. needs in terms of family size
 - d. hospitalization
 - e. view of retirement (Social Security/MBA)

6. The current inflationary spiral
7. Where a home is not provided, an appropriate housing allowance
8. Where a home is provided and equitable evaluation of the rent
 - a. Pastor builds up no equity
 - b. Pastor is obligated to live in the house provided by church
 - c. A very real value attached to provision of utilities
9. Travel allowance

A minimum of __ per mile should be considered as adequate allowance for church related automobile use. (Since this is a business associated expense, it must not be computed in the net income of the pastor.)
10. Expenses for attending conferences and seminars within and outside of the district
11. Educational and book allowance to improve the skills of ministry
12. Annual or semi-annual review
13. Financial and numerical growth patterns of the church

Appendix B Pastor's Information Form

This form will be copied so it may be read by various members of the Pastor Nominating Committee.

Please attach a recent photograph.

Personal & Family Information

Full Name _____

Address where correspondence should be sent:

Street Address

City/State/Zip

Phone Number(s):

Do you want your application to be kept confidential? Yes _____ No _____

Date of Birth: _____ Are your Married? _____ Date of Marriage: _____

Spouse's Name: _____ Spouse's Date of Birth: _____

If you have children, please list their names and ages:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

**Appendix C-1
Education and Credentials**

Name of School	Location of School	Years Attended
_____	_____	_____
_____	_____	_____
_____	_____	_____

Do you hold credentials with the Assemblies of God? _____
If so, what level? Certified Minister _____ License to Preach _____ Ordination _____
Date you received credentials: _____

Have you ever been disciplined or on rehabilitation? Yes _____ No _____
If yes, please explain full particulars on additional sheet of paper.

Other Items

Are your finances in good order and bills current? Yes _____ No _____
If no, please explain on an additional sheet of paper.

Do you or anyone in your family have any physical or emotional needs that might affect your pastoral ministry? _____ If yes, please explain and specify how you have been able to carry on your ministry. Use additional paper if necessary.

Have you ever been convicted of a felony or misdemeanor? Yes _____ No _____
If yes, please explain on an additional sheet of paper.

References

Please list the names of *five* people who know you well and would be willing to serve as references. *One* of these should be your present District Superintendent or the District Superintendent for the last church in which you served. A *second* should be someone who knows you and your abilities. The *other three* should be people you have pastored.

1. District Supt.	_____		
Name		City/State	Phone
2.	_____		
Name	Relationship	City/State	Phone
3.	_____		
Name	Relationship	City/State	Phone
4.	_____		
Name	Relationship	City/State	Phone
5.	_____		
Name	Relationship	City/State	Phone

Appendix C-2 Personal Christian Experience

Please identify and discuss those experiences that you view as having been especially important to the development of your own Christian faith and life. Use additional space if you desire.

Pastoral Experience

Please discuss your previous pastoral or Christian service experience. For each experience, tell what your responsibilities were, how long you served, the most important contributions you believe you

made, and your reasons for leaving. If you have had a long pastoral career, focus on your last two or three pastorates. Use additional sheets if you desire.

Thank you for your time in completing this Pastor's Information Form. In addition to this form, please send us two tapes of representative sermons you have preached in the past six months and sign the following release.

"I hereby give the Pastor Nominating Committee of _____
_____ Church permission to contact my references and to verify the
information given in this application.

Signature

Date

Appendix C-3 Telephone Interview Form

Applicant's Name _____

Recommender's Initials _____ (Name appears only on master list)

Interviewer's Name _____ Date of Interview _____

Recommender has known applicant for _____ years _____ months.

Has known applicant in following capacity: _____

Know applicant: slightly _____ moderately well _____ very well _____

In comparison to other ministers in his denomination, have recommender indicate:
*Exceptional -5, Above Average -4, Average -3, Below Average -2,
Serious Deficiency -1, Do Not Know -0*

Circle recommender's answers:

- | | | | | | | |
|----------------------------|---|---|---|---|---|---|
| 1. Preaching ability | 0 | 1 | 2 | 3 | 4 | 5 |
| 2. Worship-leading ability | 0 | 1 | 2 | 3 | 4 | 5 |

3. Teaching ability	0	1	2	3	4	5
4. Ability to develop a vision for a church	0	1	2	3	4	5
5. Ability to communicate that vision to congregation so it becomes theirs also	0	1	2	3	4	5
6. Ability to motivate others in healthy ways	0	1	2	3	4	5
7. Ability to translate vision into concrete plans	0	1	2	3	4	5
8. Ability as a church administrator	0	1	2	3	4	5
9. Ability to encourage others to develop their gifts	0	1	2	3	4	5
10. Earns loyalty of staff and congregation	0	1	2	3	4	5
11. Cares deeply about congregation	0	1	2	3	4	5
12. Is available and visible to staff and congregation	0	1	2	3	4	5
13. Works comfortably with church board and denominational officials	0	1	2	3	4	5
14. Can supervise others effectively	0	1	2	3	4	5
15. Gentleness	0	1	2	3	4	5
16. Dignified, good self-control	0	1	2	3	4	5
17. Hospitable	0	12	3	45		

Appendix D-1

18. Ability to work without supervision	0	1	2	3	4	5
19. Open-minded tolerant of reasonable differences of opinion.	0	1	2	3	4	5
20. Capacity for objective evaluation of his own strengths and weaknesses	0	1	2	3	4	5

Specific strengths?

Specific weaknesses?

Other Areas

Do you know of any difficulties in the following areas? _____
 (If yes, interviewer should include details on a separate sheet of paper.)

1. Unfaithfulness or any questionable behavior with opposite sex?
 Unhappy marriage for either partner?
2. Failure to discipline children?
3. Difficulty handling anger or frustration?
4. Any evidence of alcohol or drug abuse by pastor or spouse?
5. Failure of self-discipline in any area that significantly hinders role as pastor?

6. Spending beyond one's means in either personal or church situations?
7. Low energy level?
8. Anxious, fearful?
9. Dependent?
10. Low self-esteem? Unusual need for approval?
11. Manipulative?
12. Hostile, angry?
13. Tends to get into power struggles?
14. Shy, overly sensitive to criticism?
15. Pushy, aggressive?
16. Impulsive, hasty?
17. Is there anything else in this person's history or personality that might affect his ability to pastor?

Please indicate the strength of your overall endorsement of this person for pastor:

highly recommend _____ recommend _____
 recommend with some reservations _____ do not recommend _____

Reference feedback for the first half of this interview can be qualified in the following way. Add up all the numerical ratings. Divide by 20 minus the number of items that the reference marked zero. The result will be the average score. The higher the average is, the more positive it is.

If the applicant has a significant problem in any area listed in the second half of the interview, and if this is confirmed by other sources, you may decide to disqualify the candidate no matter how good his score on the first part of the interview.

Appendix D-2 Evaluating a Sermon

Use the following scale, comparing this sermon with the average sermon you are used to hearing in a local church (not on television). *Excellent* - 5, *Above Average* - 4, *Average* - 3, *Below Average* - 2, *Seriously Deficient* - 1. Compute average at bottom of page.

	Rating
1. Introduction: captured my attention and interest. Made me want to hear the rest of the sermon.	_____
2. Use of Scripture: used Scripture to make, clarify and illuminate points. Seemed to be used in context.	_____
3. Logical continuity: points of the sermon logically built on and followed one another.	_____
4. Clarity: the points of the sermon were clear.	_____
5. Relevance: the sermon topic was developed in a way that made me see the relevance for myself today.	_____
6. Use of humor: humor if used, was appropriate to the setting and points of the sermon.	_____
7. Use of self-disclosure: if speaker used himself as an illustration, it helped make the sermon more meaningful.	_____
8. Use of vocal inflection: added appropriate emphasis and interest to the sermon. Did not scream or scold audience.	_____
9. Use of illustrations: were used to clarify or deepen the impact of a point but not to prove points.	_____
10. Interest level: I wanted to hear more sermons from this pastor.	_____

TOTAL _____

AVERAGE (*The average would be the total divided by 10.*) _____

Appendix E INTERVIEW QUESTIONS

1. Please tell us about the home in which you grew up. What are some memories of your parents and peers that significantly shaped your attitudes toward God, toward work and toward the values you presently hold?
2. When did you first feel God's call on your life? How did you decide to enter the ministry?
3. Can you identify the ministers, teachers, and authors who have significantly influenced your beliefs and behaviors about the ministry? What impact has each of them had on your thinking or methods of ministry?
4. Would you describe the various ministries you have had until the present? For each, please describe one or more occasions that you believe were real successes. For each, tell at least one thing you learned about ministry by making a mistake.
5. How would you describe your style of leadership?
6. What do you believe is the healthiest relationship between a pastor, his board, the congregation, and the denomination?
7. How have your faith and your theological views changed since you entered college and seminary? Since you entered the ministry?
8. Would you describe the process you go through when you are preparing a sermon? What goals do you try to accomplish through your preaching?
9. What emphasis do you place on pastoral counseling? Please describe your training and experience in this area.
10. What is your philosophy about hospital and home pastoral visits?
11. What approaches to a congregation's financial stewardship do you prefer? What methods do you use to appeal to people regarding giving?
12. What in the ministry do you consider to be your speciality?
13. How much do you like to be involved in denominational activity at the district, state and national levels?
14. What issues do you see as the most important ones facing our denomination right now?

15. What are your views on _____? (Choose any theological or social issues that are important in your congregation.)
16. Do you differ from the denomination's position on any theological issues? If so, what are they?
17. By what title do you prefer to be called?
18. (Name one of the problems identified through your self-study.) How do you think you would go about trying to resolve it? (Do the same with other identified problems.)
19. How do you maintain your spiritual, emotional, and physical health? How do you like to spend your free time?
20. How do you allocate time to spend with your family?
21. What are your plans for continued personal/professional growth?

Add as many additional questions as you may have.

TO SPOUSE:

1. In what ways would you like to be involved in ministry, if any?
2. What is your attitude towards your husband's vocation?
3. Tell us about your children. What is each one's spiritual experience?

Appendix F-1

4. What are your concerns about a possible move?
5. Are there any things about our church or community that would cause you apprehension if we were called to come here?

Add other specific questions for the spouse that you may have here.

Give both an opportunity to ask questions of you.

ADDITIONAL QUESTIONS

1. What methods do you use to promote church and Sunday School growth?
2. What type contests are used in Sunday School if any?
3. What qualifications do you recommend for Sunday School teachers and officers?
4. Do you plan for revival meetings in your pastorate? If so, state frequency of meetings and type of evangelists secured?
5. In what ways do you endeavor to promote a church missionary program and would you be willing to continue our missions program?
6. State fully your viewpoint on the trend of worldliness and conformity as is evident in many of our churches. State your position on the matter and how you endeavor to cope with it.
7. State your convictions relative to the move and manifestations of the Holy Spirit in all church services.
8. What manifestations of the Spirit are present in your ministry?
9. Do you consider your type ministry as being evangelistic or pastoral?
10. Is your ministry slanted to any particular age group? If so, explain.
11. What is your conviction regarding racial integration in the church?
12. How do you handle your personal financial obligations?
13. What would your salary requirement be?
14. If you are being paid from the church treasury, would you or members of your family accept

- tithes from members of the congregation for personal use?
15. What type of recreation and sports do you enjoy?
 16. Give an outline of your desired weekly work schedule.
 17. Can you and your wife counsel with members of the congregation on a strictly confidential basis?
 18. In what ways does your wife take an active part in your ministry?
 19. Do your children (age 12 and older) conform to your ideals of holiness in their lives?
 20. Would the pastor's term of office as stated in the bylaws of this church be agreeable to you?
 21. State type of mid-week service you conduct.
 22. Which of the following organizations are active in your pastorate? WM's, Youth, Missionettes, Royal Rangers, Men's Ministries. Name any others not mentioned.
 23. If you became pastor of our church, what would you like to see accomplished?
 24. Do you support the Sectional and District programs?
 25. Have you had experience in building?
 26. Do you, your wife, or any member of the family have any physical disabilities?

Appendix F-2

More Pastoral Interview Questions

1. What is your opinion on the "Kingdom Now Theory" which states there will be no rapture and the world will just get better and better until Jesus comes?
2. Where do you stand from the pulpit on the issues of:
 - a. Adultery
 - b. Homosexuality
 - c. Social Drinking
 - d. Social Dancing
 - e. Humanist Doctrine
 - f. Abortion
 - g. Evolution vs. Creation
3. How do you feel about choreographed dancing in the worship service? (This is the orchestrated rehearsed ballet-type dancing used by some in worship services.)
4. What are your views on the "New Age Movement"?
5. How do you feel about "Possibility Thinking"? (The power of the human mind being substituted for the power of the Holy Ghost.)
6. How do you feel about these musical styles of religious music:
 - a. Contemporary Worship Choruses
 - b. Traditional Hymns
 - c. Christian Rock
 - d. Christian Rap
 - e. Southern Gospel
 - f. Contemporary Gospel
 - g. Instrumental Numbers
7. Please comment on the various translations and paraphrases of the Bible available today. Do you prefer any for sermon texts over any others?
8. What elements do you consider essential in the conduct of a normal service?
9. How do you feel about the doctrine of "Selfism" as it is preached in some of our churches today in the way of self-interest; self-dependence; self-pursuits?
10. Share your feelings on the appropriate dress for church attendance and ministry in services?
11. How does your spouse complement your ministry?

12. Are you comfortable maintaining a ministry of visitation of elderly and shut-ins?
13. What is your feeling concerning "Prophetic Ministry" used to give personal direction to individuals?

**Appendix F-3
Process Summary Sheet***

Name of Applicant _____

Date Received:

1. _____ Pastor's Information Form received
2. _____ Initial verification letter sent
3. _____ Tapes Received
4. _____ Second verification letter sent
5. _____ First elimination decision
6. _____ If definite "no," send non-acceptance letter
7. _____ Telephone references completed
8. Sermon evaluations completed:
 - Committee member 1 (Initials) _____ Score
 - Committee member 2 (Initials) _____ Score
 - Committee member 3 (Initials) _____ Score
9. _____ Second elimination decision
10. _____ Schedule of personal interview
11. _____ Decision based on personal interview
12. _____ Notification of decision sent

**Suggestion: Staple this to the inside of the file folder for each candidate*

Appendix G
Sample Letter: Incomplete Applicant

Date

Reverend Joe Applicant
123 Main ST
Any Town USA 12345

Dear Brother Applicant:

Thank you for completing your Pastor's Information Form. In order for your application to be complete, we still need:

1. _____
2. Two audio tapes of sermons you have preached in the last six months.

We will let you know as soon as we have received them.

Sincerely yours,

Mr. Chairman
Pastor Nominating Committee

Appendix H-1

Sample Letter: Application Complete

Date

Reverend Joe Applicant
123 Main ST
Any Town USA 12345

Dear Brother Applicant:

We have received your application and sermon tapes.

Your application is complete at this time. Because of the number of applications we have received, we expect that we will be spending the next few (months) talking with references, listening to sermons, and reviewing what you have written. When that process is complete, we will schedule interviews with candidates we believe best meet the needs of our church as we understand them.

You need do nothing more at this time. We will contact you if we would like to have a personal interview with you and your spouse or when we make a final decision. Thank you for your interest in our church. It is our hope that God will guide both you and us as we seek to serve Him.

Sincerely yours,

Mr. Chairman
Pastor Nominating Committee

Appendix H-2
Sample Letter: Non acceptance Letter

Date

Reverend Joe Applicant
123 Main ST
Any Town USA 12345

Dear Brother Applicant:

Thank you for your interest in our pastoral vacancy. We apologize for the length of time between your application and our response to you. We have had many applicants with excellent training, experience and commitment, and we as a committee have tried to carefully consider each application. Because we have only one pastoral vacancy, we have had to say no to many qualified applicants who are undoubtedly excellent pastors. We regret this and trust that God will continue to lead you into ministries that will be personally fulfilling and that will significantly strengthen His Kingdom here on earth.

Sincerely yours,

Mr. Chairman
Pastor Nominating Committee

Appendix H-3
Sample Letter: Thank you to Reference

Date

Mr. Joe Reference
123 Main ST
Any Town USA 12345

Dear Mr. Reference:

As you know, we have been searching for a new pastor for the past several months. God has rewarded our search, and we are looking forward to the ministry of _____, who will become our pastor on _____. We invite you to join us that day for a welcoming service. We also want to express our appreciation for the role you played in helping us find qualified candidates and assess their pastoral gifts. On behalf of the Pastor Nominating Committee and our entire congregation, thank you.

Sincerely yours,

Mr. Chairman
Pastor Nominating Committee