

CHURCH REFLECTIONS

CHURCH REFLECTIONS



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INDEX TO REFLECTIONS

	Page
Introduction	2
Instructions.....	3
Cover Sheet	13
Our Church Information.....Church Reflections 1	14
Our Story	Church Reflections 2 20
Congregational Style Indicator	Church Reflections 3 23
How Others See Us	Church Reflections 4 24
Our Church Life.....	Church Reflections 5 25
Our Worship Life	Church Reflections 6.....26
What We Believe.....	Church Reflections 7 28
Goals and Vision for Ministry	Church Reflections 8.....29
What We Want to Do and What We Want Our Pastor to Do	Church Reflections 9 30
Ministry Priorities	Church Reflections 1033
Compensation, Benefits/Ministry- Related Expense Reimbursement.....	Church Reflections 11..... 34
Pastoral Change Process Poster*	Church Reflections 12Enclosure

*Not on Website—request from region staff.

INTRODUCTION

You have been asked by your church to serve on a search committee. The committee's goal is to present a pastoral candidate to the congregation. In order to achieve this objective, it is important to see where you have been, identify where you are, and determine the direction your church will go. These materials have been prepared to aid you in the self study of your congregation. The material that you gather during the self study will help you to create a church Profile that you can share with potential ministerial candidates.

Leadership change is an important turning point for your congregation. At a time of transition it may feel to you like a wilderness experience. Old and familiar patterns may be left behind and new ones have not yet been found. Questions arise and answers are sought. It is a time to let go and to discover new beginnings; a time to grieve and to heal. These materials will lead you through a process by which you will discover who you are as a congregation, tell your story, share your beliefs, describe your present ministry, and define your vision of ministry for the days ahead. Don't rush, participate fully; seek God's help continually in your search for new leadership.

This can be an exciting journey. One that you need not travel alone. Your regional staff person and your Interim Minister are prepared to assist you along the way by providing material, presence and counsel. The regional staff consultant can train you in the process, interpret the system where necessary, prepare a search, and provide you with Profiles of American Baptist ministerial leaders who have listed the skills and experiences needed to help you fulfill your vision.

Remember, your responses need to reflect your congregation as clearly as possible. Your task is to give an accurate and honest picture. The vision for ministry that will be portrayed is yours. May God bless you in this endeavor.

INSTRUCTIONS

The instructions for how to use the "CHURCH REFLECTIONS" materials are organized according to steps. The time required for each step may vary. One step may take one meeting to complete, or it may be possible to accomplish several steps in only one meeting. Go through the material at your own pace so that you can have the kind of information you need to find a new pastor.

The forms, Church Reflections 1-12 can be filled out in several ways. Many of them can be given to one member of the Search Committee as an assignment to be worked on between meetings. One of the forms (Church Reflections 9) can be used to survey the members of the congregation or other groupings. Some of the forms are to be filled out by individual committee members, followed by reaching a consensus of the group or creating a summary. Some can be completed with the guidance and support of your Interim Minister. (Church Reflections 2, 6, and 8)

A word about your Interim Minister as a resource person. There is a strong and growing movement to utilize the interim period in the church more purposefully than in the past. If your Interim Minister is serving at least four days a week in your congregation and *together* you have committed to make this a growth time, then there are aspects of this process in which the Interim can be helpful. (Key among them are Church Reflections 2, 6 and 8.) All denominations agree, however, that the Interim Minister(s) must not have access to or give counsel in matters related to any pastoral prospect or candidate, nor should they be considered for the pastoral position.

There are times when it is important that the regional staff person be present. Remember to send a copy of your completed material to the staff person in time for meetings with the committee.

This material has been created by American Baptist Personnel Services with the help of our regional staff persons. ABC search committees and region staff have permission to duplicate any of the forms as needed.

Several resources you will want to have available for your use as you work on your search for a new pastor are:

- *Calling an American Baptist Minister* (Available through Judson Book Store.)
- *The Church's Financial Support of Pastoral Ministry and Questions and Answers for Church Treasurers* (Available without charge from the M&M Board.)

STEP I - Getting Started (pages 4-9)

A. Your search committee will be spending many hours together working on tasks. You may not always agree on what to do or on the candidate to suggest as your new pastor. Take some time at the beginning of your life together to talk about how you want to work as a group. What are your rules for being together? Will you begin on time? Come to meetings with assignments finished? Will what you talk about in the group stay in the group? What are your expectations about your task and about each other? Come to consensus about your group life before you begin on the task. It will make your work easier.

B. PASTORAL CHANGE PROCESS POSTER

Your church congregation needs to understand the process your search committee is going through. While they should not know the particular candidates that you will be considering, they should be informed about the steps you are taking to find a new ministerial leader. The Pastoral Change Process Poster (Church Reflections 12) is one way you can keep your congregation informed of your progress. Periodic articles in the church newsletter and progress reports at church business meetings are another. Involving the congregation in different steps of the process will also help them to feel included. It is difficult for anyone not involved in the process to understand why it takes so long to find a new pastor. Do everything you can to keep them informed. Assign one member of the Search Committee the responsibility of updating the Pastoral Change Process Poster.

C. Become acquainted with the material. You will probably want to ask the regional staff person working with you to give you an orientation to the material. There are many suggested forms to help you do your work. Learn how each form will help you. Below is a brief explanation of each of the materials provided.

CHURCH REFLECTIONS - COVER SHEET (page 13)

The cover page includes information on the identity of the church, the contact person for the search committee and contact information for the appropriate regional staff person.

CHURCH REFLECTIONS 1 - OUR CHURCH INFORMATION (page 14)

Having a clear picture of your church will assist you in finding a pastor who can lead you in the years ahead. Who you are as a church must be communicated to potential pastors so that the persons you interview will have a way of considering your characteristics, stories, beliefs, strengths, vision and expectations of each other. This will help supply basic information for writing your Church Profile. (See *Calling an American Baptist Minister* for assistance on writing a Church Profile.)

Assign one committee member to take responsibility for the completion of Church Reflections 1. Others can be asked to help gather data; resources such as annual reports and the church clerk could be helpful in filling out this section. Some of the information asked for can be an approximate number.

DEMOGRAPHIC INFORMATION *(page 19)*

Your church and potential ministerial candidates may find demographic information very valuable to you as you plan. It may help your church understand your community better. Demographic information can give you ideas about outreach ministries. It may help potential candidates determine whether this is the type of community in which they are best suited for ministry. There are many sources of demographic information. The enclosed demographic information sheet will help you find useful demographic information to include in your search process. Your committee might select some demographic information to be included in describing Who You Are or you may want a separate section entitled Our Community.

CHURCH REFLECTIONS 2 - OUR STORY *(page 20)*

The story of your church is important. It is a story of faith, struggles and relationships. Your story will help you and other leaders see your past, understand your present situation and anticipate your future vision for ministry. The relationships with your former ministers are significant parts of your story that need to be reviewed as you prepare for new leadership. It will be helpful to discuss these relationships with your regional staff person. How much of this information you include in your Church Profile is up to you. Your regional staff person may be a guide to you in this area. You can be sure that potential pastoral candidates will ask you about your relationship with former ministers.

Ask one committee member to be responsible for the completion of Church Reflections 2. If you have a church historian or a church history, consult them. Talk to old-timers in the church. Many persons can be called upon to help fill out this section. You may also consider asking your Interim Minister to help you solicit this information through an all church event.

CHURCH REFLECTIONS 3 - CONGREGATIONAL STYLE INDICATOR *(page 23)*

Before inviting new leadership into your congregation, it will be very helpful to assess how your congregation works. What is its style of leadership? How do you relate to the larger ABC body? How do you react to social issues? How are decisions made in your congregation? We suggest that each committee member complete the "Congregational Style Indicator." Then, if there are congregational leaders that are not on the search committee, also ask them to complete this form. In addition, ask a small number of persons who are *not* in leadership to also complete the form. Sometimes it is helpful to get different perspectives on how the membership thinks the church operates.

Sending all of these forms to a candidate would be cumbersome. Have someone compile a consensus overview using the "Congregational Style Indicator" as a base. If there is great disparity in the congregation's perspectives, indicate that on the completed form sent to candidates.

When your search committee receives Profiles of potential candidates compare your congregation's style with the Work Style Ratings of potential candidates.

CHURCH REFLECTIONS 4 - HOW OTHERS SEE US *(page 24)*

Sometimes others see you differently from how you see yourself. Their perception can give new insights or affirm what you already know. One committee member should be assigned responsibility for gathering this information.

The information on this sheet can be gained from other churches in the community, churches in your association/area, regional staff person, former members, or ministers/staff, or groups with whom you work or share facilities. Choose two to five for a balanced perspective. You may gain the information by telephone interview, through correspondence, or at an association/area event.

CHURCH REFLECTIONS 5 - OUR CHURCH LIFE *(page 25)*

This section will aid you in describing various aspects of your church's life from Sunday school and Midweek Bible study to Mission involvement and Day-Care program.

Each member of the Search Committee is asked to fill out this form. You will need to make copies for each person. It is important for all committee members to come to the meeting at which this section will be discussed with the form completed. Each part of the form will be discussed, and a summary of the responses noted on a summary sheet. Note: One of the choices on the scale is 5: "Someday Soon We Would Like To Try This." This is one indicator of a possible new direction that the church might be headed for which you will need specific ministerial leadership.

If there are strong disagreements, they should be discussed and consensus reached. Much of this information you will want to share with possible candidates in your Church Profile. A copy of the form can be included in your Profile or a narrative could be written of each part.

CHURCH REFLECTIONS 6 - OUR WORSHIP LIFE *(page 26)*

Every congregation and their corporate worship experiences are different. Worship is the major focus of congregational life. "Our Worship Life" will help you to think through what is important in the worship life of your congregation. Notice that there is a criterion entitled "Someday Soon We Would Like To Try This." This is an indication of the direction your congregation might be moving in its worship life. It may be an important clue to new leadership.

CHURCH REFLECTIONS 7 - WHAT WE BELIEVE *(page 28)*

Knowing what you believe is important for dialogue with a potential pastor because all churches and pastors do not believe exactly the same way. For example, most, but not all, Baptist churches have come out of a heritage that honors certain basic principles. These include "soul liberty" (the right and the responsibility of each believer to interpret the scriptures as led by the Holy Spirit), the importance of believers' baptism, the autonomy of the local congregation, the priesthood of all believers, and the associational principle. Here is an opportunity to discover what your church believes.

Assign one or two members the task of getting the input of church members for this section. You may use interviews with a wide age span of the congregation, including the children, to gather what members believe. You might ask some of the Church School classes or ongoing

groups to spend a session or more giving their ideas about the categories. The Interim Minister might be asked to preach on the topics with a sermon talk back session to get members thinking. Two helpful brochures are also available from the ABC Office of the General Secretary—"What Do American Baptists Believe?" and "Ten Facts You Should Know about American Baptists."

After you have gathered the data, the task of the committee is to describe the beliefs it feels are important in shaping the life and mission of the church.

You will need to decide what the questions are that you want to ask potential candidates in preparation for a dialogue regarding the deepest values and convictions of pastor and people.

CHURCH REFLECTIONS 8 - GOALS AND VISION FOR MINISTRY (page 29)

Before your church actively engages in the process of inviting new leadership, it is very important to have some idea of what you want to do and where you want to go. We suggest that you hold a meeting where all of leaders of the church are invited. (If the congregation is small, you might consider inviting the whole congregation.) A suggested process for such a meeting is described in Church Reflections 8. We also suggest that you invite your regional staff person, Interim Minister or other facilitator to aid you in this process.

CHURCH REFLECTIONS 9 - WHAT WE WANT TO DO AND WHAT WE WANT OUR PASTOR TO DO (page 30)

Once you have completed the "Goals and Vision for Ministry" it is time to consider what ministerial skills your congregation will need to realize these ministry objectives. This is a form for each committee member to complete.

One or two committee members may be given the task of obtaining the opinions of the whole congregation, or certain boards or committees. The search committee needs to decide what groups should be surveyed. The forms could be mailed to church members or distributed at a church worship service. Ask one person to tabulate the congregation's response. Ask them to keep in mind the future vision of the congregation. You may want to include a vision statement as a cover sheet to this exercise based on the results of Church Reflections 8. (Step III)

Tabulate the Search Committee's responses separately to determine how these responses match with those of the congregation. Similarities affirm that the search committee and the church are "on the same page;" discrepancies indicate that further work needs to be done in understanding how the differences will influence the church's expectations of the pastor's ministry.

CHURCH REFLECTIONS 10 - MINISTRY PRIORITIES (page 33)

Once your committee has identified the key areas that you want your next pastor to be competent in, list the top eight categories in order of their priority. (Note: When ABPS searches its computer data base of ministerial leaders these priorities will be taken into account in addition to other priorities such as education, salary limitations, housing preferences, region of the country where the candidates may currently be living, experience in urban, rural or suburban ministry, etc. Any of these priorities may limit the number of Profiles available to you. The more open you can be and the less restrictions you have, the greater the number of Profiles that will be available to your committee.)

CHURCH REFLECTIONS 11 - COMPENSATION, BENEFITS AND MINISTRY-RELATED EXPENSE REIMBURSEMENT *(page 34)*

Compensation for pastors is determined by cash salary and housing. These are the tangible expressions of compensation. Benefits include retirement, insurance for disability and death, social security offset, etc. In addition, the pastor receives reimbursement for ministry-related expenses. The ministry-related expenses are not a pastor’s compensation, but undergird the expenses of the pastor in the course of the church’s ministry. Days off, vacation, continuing education, retreats are avenues of renewal from which the church benefits as well as the pastor.

Several things might be taken into consideration as you prepare your compensation package. One of those is the biblical teaching that the laborer is worth his/her hire. A second is the salary package of those in like professions with comparable education and job expectations. Another is the salary ranges of the area in which your church is located. Your church’s attitude toward the value of ministry and the role of the church in society is often reflected in your compensation. Be creative in determining the package you will offer your pastor.

The chair of the search committee should take responsibility for working with appropriate boards or persons to fill out this form. Your region office may have specific guidelines to assist you in determining fair compensation.

STEP I (continued from page 4)

D. Ask individual members of the committee to take responsibility for completion of Church Reflections 1-12. Set a deadline for completion of the forms. Use the Search Committee Assignment Log.

SEARCH COMMITTEE ASSIGNMENT LOG

FORM:	ASSIGNED TO:	DEADLINE:	COMPLETED BY:
FORM 1	_____	_____	_____
FORM 2	_____	_____	_____
FORM 3	_____	_____	_____
FORM 4	_____	_____	_____
FORM 5	_____	_____	_____
FORM 6	<u>Entire committee</u>	_____	_____
FORM 7	_____	_____	_____
FORM 8	_____	_____	_____
FORM 9	_____	_____	_____
FORM 10	_____	_____	_____
FORM 11	_____	_____	_____
FORM 12	_____	_____	_____

STEP II - Gathering Data (pages 13-28)

This step involves receiving the reports on Church Reflections 1-7. Make summary copies where needed. Make a copy of each of the forms to send to the regional staff person. Much of this information can be used in writing the Church's Profile to be sent to candidates.

STEP III - Identifying Your Ministry Vision (page 29)

In this step, the committee (and possibly a larger group of leaders from the congregation) will work with Church Reflections 8 - GOALS AND VISION FOR MINISTRY. A clear vision for ministry is needed to find the pastor who can join you in living out your vision. From your learning of who you are, your unfolding story, your beliefs, your ministries, your gifts; describe your "Vision for Ministry."

Participants might be encouraged ahead of time to consider questions 1-4. We suggest that you invite your regional staff person, the Interim Minister or other facilitator to aid you in this process.

STEP IV - Identifying and Choosing Leadership Priorities (pages 30-33)

In this step, you will work with Forms 9 and 10 - WHAT WE WANT TO DO AND WHAT WE WANT OUR PASTOR TO DO and MINISTRY PRIORITIES. It may be very helpful that the regional staff person or the Interim Minister be present for this meeting. You might want to ask him/her to guide this process of discussing your corporate vision and choosing "Ministry Priorities."

Each committee member should have a copy of the form to work with. Return now to the document entitled, Church Reflections 9 - WHAT WE WANT TO DO AND WHAT WE WANT OUR PASTOR TO DO. This reflects what the church accepts as its ministry and what it wants the new pastor to do in terms of ministry activities. Review the information there in light of the statements you have made regarding your "Goals and Vision for Ministry." What activities fit with those current ministries you want to maintain? Does the direction you want to pursue have ministry activities listed that would help the church carry out their new vision?

Using "What We Want To Do and What We Want Our Pastor To Do," select up to eight activities from the 31 items listed. These should reflect activities of pastoral leadership which would help carry out your "Goals and Vision for Ministry." This will supply information which will aid your regional staff person in preparing a search of the computer data bank of the American Baptist Personnel Services.

After each committee member has selected their eight priorities, have each one share their list with the total group. List all the priorities selected on newsprint or chalkboard. Note when one is chosen more than once. Is there agreement? If not, you will need to discuss the priorities, giving persons a chance to explain why they chose as they did. Your task as a group is to choose eight activities and rank them as your ministry priorities.

Next, discuss if there are additional emphases of your "Goals and Vision for Ministry" that are not listed in the 31 items in "What We Want To Do." You may list as many as five items.

STEP V - Determining Compensation (pages 34-36)

Although most church budgets have the pastoral compensation and benefits package clearly spelled out in their annual budgets, it is important that the search committee work through all the elements of the pastoral finances so that you can be prepared to negotiate in good faith with your potential candidates. The resources mentioned on page 3 from the M&M Board will be extremely helpful in this section. Your regional office will also have many resources for adequate pastoral compensation in your area. Work with the board or committee in your church which recommends the personnel salaries and the finance or stewardship committee to determine the figures accurately reflecting your church's reality. In the searching process this can be one of the most restricting elements in finding qualified candidates. Try to envision the future with exciting new leadership rather than just the compensation paid to previous pastors.

STEP VI - Searching the ABPS Data Base

The regional staff person will use the input from the committee's work to write a search of the American Baptist Personnel Services computer data base to secure the Profiles of possible candidates. In addition, regional staff can also provide Profiles from ministerial leaders who have identified interest in your region and whose skills match your identified needs.

STEP VII - Processing Profiles

At this time you will get the results of the search. The regional staff person will bring Profiles of possible candidates for your pastorate.

The Profiles which you receive from ABPS will usually be from persons who list themselves as "Open to Move" or "Might Consider" moving. However, even those who list themselves as "Open to Move" may not be interested to move to your particular church. Pastors are looking for many different things. Some are interested in moving to an urban area, others to a rural area and still others would prefer to move to a suburban area. Some are looking to be in a New Church Start situation and others would prefer an established congregation. Some are interested in a setting where they can be bivocational. Some clergy couples are hoping to find a situation where they can minister together. Many other possible variables exist that would interest or disinterest a particular person from becoming a candidate for your congregation.

Before you spend hours looking over and evaluating Profiles of individuals who may have no interest whatsoever in your congregation, ABPS strongly suggests that you send a brief introductory letter to *all* the individuals from whom you have received Profiles. Tell them in a paragraph or two some of the more significant features about your church that they might want to know. Let them know that their ABPS Profile matched your church's ministry needs. Then ask them to return an enclosed postcard, if they would like to receive a copy of your Church Profile.

STEP VIII - Sending Your Church Profile to Prospective Candidates

When you receive back the postcards, honor their request and send *everyone* who has returned the postcard a copy of your Church Profile. Finally, ask them to consider this ministry opportunity and if they are interested in having you consider them further as a pastoral candidate, to send you a letter of interest. You might also request that they send you other infor-

mation, such as a sermon on video or audio tape, and/or answers to three or four specific questions. Be sure to give them a deadline to respond.

If you do not receive back at least three promising candidates, then before proceeding, request your regional staff person to search the ABPS system for more Profiles that match your congregation's needs. Repeat the above steps. If this process takes more than six weeks, be sure to advise those who have already responded to you what is happening. Give them some idea of how long you think it will take before they will hear from you again.

When you have at least 3-5 serious candidates to consider, then sit down and study their Profiles and their supportive information which they have sent you. You will at this time only be considering those people who have expressed some interest in your church. You will need to learn how to read the Profile. The regional staff person may be helpful at this point. There is also an explanation sheet (*Interpreting the ABPS Profile*) which you will receive with your first packet of Profiles. The task is to see if a person's Profile coincides with your "Goals and Vision for Ministry." From the information you have received select your top three candidates. Check references of your top candidates before proceeding.

Refer to *Calling An American Baptist Minister* for further details in this process.

COVER SHEET

1. CHURCH _____

ADDRESS _____

CITY AND STATE _____

CHURCH TELEPHONE (_____) _____

EMAIL ADDRESS _____

FAX NUMBER (_____) _____

2. SEARCH COMMITTEE CHAIRPERSON

ADDRESS _____

CITY AND STATE _____

CHAIRPERSON'S TELEPHONE _____

CHAIRPERSON'S EMAIL ADDRESS _____

CHAIRPERSON'S FAX NUMBER (_____) _____

3. AREA/EXECUTIVE MINISTER

ADDRESS _____

CITY AND STATE _____

AREA/EXECUTIVE MINISTER'S TELEPHONE (_____) _____

AREA/EXECUTIVE MINISTER'S EMAIL ADDRESS (_____) _____

OUR CHURCH INFORMATION

1. Which indicator most nearly describes our community?
 - a. Center city (in city of more than 25,000 population)
 - b. Transitional urban neighborhood
(in city of more than 25,000 population)
 - c. Stable urban neighborhood
(in city of more than 25,000 population)
 - d. Inner suburb
 - e. Outer suburb
 - f. Small city (5,000 to 25,000 population)
 - g. Small town (less than 5,000 population)
 - h. Open country

2. The approximate number of members and church participants within the following distance of our church building.
 - a. Within one mile
 - b. Within 1-2 miles
 - c. Within 2-5 miles
 - d. Within 5-10 miles
 - e. More than 10 miles

3. Which indicator(s) most nearly describes our congregation?
 - a. DOWNTOWN CHURCH - Gathers people from a wide distance into the center of the city
 - b. FEDERATED/UNION - Initiated, supported, or identified in some way with two or more denominations
 - c. NEIGHBORHOOD CHURCH - Serves a relatively small residential neighborhood of the city or the suburbs
 - d. NEW CHURCH - May have begun as a mission of an already established church and/or with the gathering of like-minded persons to fulfill a vision for ministry
 1. Between 5-10 years as a church
 2. Between 2-5 years as a church
 3. Less than 2 years as a church

- e. _____ OLD ESTABLISHED CHURCH - Has a long history of ministry and may have helped to establish other churches
 - f. _____ RESTARTED CHURCH - May have a long history and lived through significant community change and emerged with a new vision for ministry
 - g. _____ SMALL TOWN CHURCH - Serves a town of a few hundred to less than 5,000 residents
 - h. _____ YOKED PARISH - Yoked together with another church of the same or a different denomination for the support of pastoral leadership
 - i. _____ OTHER _____
4. In which denominational events does our church participate and how many members attend?
- a. _____ The biennial of the American Baptist Churches/USA
 - b. _____ The annual/biennial meeting of your Region
 - c. _____ The association/area meetings to which you belong
 - d. _____ Training events sponsored by your Region
 - e. _____ Camping/conference programs
 - f. _____ Other _____

(continued on next page)

OUR CHURCH INFORMATION

5. The **approximate** number of members and/or church participants in each category.

	MALE	FEMALE	TOTAL
a. 0-9	_____	_____	_____
b. 10-14	_____	_____	_____
c. 15-19	_____	_____	_____
d. 20-29	_____	_____	_____
e. 30-45	_____	_____	_____
f. 46-55	_____	_____	_____
g. 56-65	_____	_____	_____
h. 66-74	_____	_____	_____
i. 75-79	_____	_____	_____
j. 80-above	_____	_____	_____
TOTAL	_____	_____	_____

6. The **approximate** racial/ethnic mix of our congregation.

- a. _____ African American
- b. _____ Asian American
- c. _____ European American
- d. _____ Hispanic/Latino
- e. _____ Native American
- f. _____ Other _____

7. The approximate number of households in each category.

- a. _____ Single female parent with one or more child at home
- b. _____ Single male parent with one or more child at home
- c. _____ Married with no children at home
- d. _____ Married with one or more child at home
- e. _____ Separated/divorced with no children at home
- f. _____ Separated/divorced living alone
- g. _____ Single adult living with parent/s
- h. _____ Single adult not living with parent/s
- i. _____ Widowed living alone
- j. _____ Widowed with one or more child at home
- k. _____ Other _____

(continued on next page)

OUR CHURCH INFORMATION

8. The **approximate** number of members and church participants:

- a. ____ Employed full-time
- b. ____ Employed part-time
- c. ____ Homemaker full-time
- d. ____ Retired
- e. ____ Student
- f. ____ Unemployed

Employment category:

- a. ____ Clerical, office, etc.
- b. ____ Craft worker, production supervisor
- c. ____ Farmer or farm manager
- d. ____ Farm Laborer
- e. ____ Health Care
- f. ____ Household worker
- g. ____ Laborer
- h. ____ Machine operator
- i. ____ Manager, proprietor, executive
- j. ____ Military
- k. ____ Professional
- l. ____ Sales
- m. ____ Service
- n. ____ Teacher
- o. ____ Technical
- p. ____ Other _____
- q. ____ Other _____

9. The **approximate** number of households in our church by estimated income range.

- a. ____ \$ 0 - 24,999
- b. ____ \$ 25,000 - 44,999
- c. ____ \$ 45,000 - 59,999
- d. ____ \$ 60,000 - 74,999
- e. ____ \$ 75,000 - 89,999
- f. ____ \$ 90,000 - above

(continued on next page)

OUR CHURCH INFORMATION

10. Create an **Organizational Chart** of your congregation's formal structure. Such a chart might include one or more of the following boards, committees or groups:

One Board with sub-committee or task groups

Multi-Board or several Boards

Pastoral Relations Committee

Cooperative programs:

_____ between boards

_____ with other churches

_____ with social agencies

Clubs or organizations

11. Financial matters often reflect the commitments of a church. The following suggests information that might be helpful to potential candidates.

The current total budget of our church is \$ _____

The current average annual income of church participants is \$ _____

The current expenses of the church is \$ _____

The annual mission giving is \$ _____

The current endowment is \$ _____

Income from the endowment is used as follows: _____

(continued on next page)

OUR CHURCH INFORMATION

OBTAINING AND USING DEMOGRAPHIC INFORMATION

Sources of Demographic Data:

School District Offices
Chamber of Commerce
Local/Regional Realtors' Association
Town/County Planning Office
State Data Office
Large business recently located in your community
National Ministries American Baptist Personnel Services

Reasons for Search Committees to Use Demographic Data:

Get "a better fit" for leader, congregation, and community by describing community more accurately at the outset.

Enable planning and implementation of new ministries in community by looking "with eyes of mission" on surrounding neighborhoods.

How to Frame a Request for Demographic Information:

Identify the geography:

Central Location;
Extent;
Level: State, MSA (Metropolitan Statistical Area-includes Primary MSAD and Consolidated MSAS made up of more than one PMSA), County, City, Place, MCD (Minor Civil Division-such as a township), Tract, Block Group, Area Code, Custom, Zip Code

Identify the year(s) for which data are desired

Choose the variables: Total Population
Household Count
Family Count
Ages
Household Income
Race/Ethnicity
Many others...

Budget for the cost

OUR STORY

SECTION I

The year the church was organized: _____

What led the people to establish your church?

Who are the people (laity and ministers) who stand out in the story of your church? What contributions have they made?

There are significant turning points in the life of every church. Please identify your turning points with a statement of their significance and an approximate date. Some examples follow:

- | | |
|--------------------------|-------------------------------|
| Building burned | Natural disaster in community |
| Building program | Pastor anniversary/ordination |
| Changes in the community | Persons entering the ministry |
| Church Anniversary | Relocation of facilities |
| Church split/s | Roll call/homecoming |
| Evangelistic crusades | Staff development |
| Federation | Start a new church |
| Founding | Yoking |
| Growth explosion | Unyoking |
| Mission projects | Other _____ |
| Mortgage burning | Other _____ |

Turning points lead to celebrations. What events does your church celebrate?

(continued on next page)

OUR STORY

SECTION II

The Story of Pastor/Church Relations

List the last three installed pastors of your church and their tenure.

	Name	Dates Served	
		From	To
1.			
2.			
3.			

Name the primary strength each of these pastors brought to the ministry of the church:

In addition to financial support, describe how your church encouraged and supported the most recent person to hold the position you are now seeking to fill:

If a previous pastor is currently a member of the church, describe his or her role in the life of the congregation:

(continued on next page)

OUR STORY

SECTION II

Have any of the last three installed pastors left involuntarily or under pressure?

_____ Yes _____ No

If yes:

1. Choose the issues that may have contributed to the termination. *You may check more than one.*

- _____ Conflict of personalities in the church
- _____ Inadequate performance
- _____ Pastoral style inappropriate for this church
- _____ Ethical issues
- _____ Financial stresses
- _____ Other

Specify _____

2. Indicate, if you can, which of the following best describe the congregation's behavior toward that person prior to her or his leaving. You may check more than one.

- | | |
|---------------------|-------------------|
| _____ civil | _____ kind |
| _____ compassionate | _____ supportive |
| _____ harsh | _____ indifferent |
| _____ happy | _____ sad |
| _____ angry | _____ hurt |
| _____ (other) | _____ (other) |

3. Describe what your church has learned from the experience about itself and its relationship with persons who provide ministerial leadership.

CONGREGATIONAL STYLE INDICATOR

◆ = Tends VERY strongly ■ = Definitely Tends ● = Somewhat Tends

Following are 11 continuums.
Please mark **ONCE** on each line indicating which way your church tends.

1. Our church expects our pastor to share in leadership.	◆	■	●	●	■	◆	1. Our church expects the pastor to take leadership.
2. Our church makes use of conflict and confrontation.	◆	■	●	●	■	◆	2. Our church seeks to avoid conflict and confrontation.
3. Our church is influenced by history and tradition.	◆	■	●	●	■	◆	3. Our church is influenced by contemporary ideas and trends.
4. Our church's approach to social issues is basically educational, leaving any action to individual conscience.	◆	■	●	●	■	◆	4. Our church's approach to issues is decidedly activist. We have a proven history of taking a stand on social issues as a congregation.
5. Our church feels ethical decisions should be based on absolute standards.	◆	■	●	●	■	◆	5. Our church feels ethical decisions should be made in light of circumstance.
6. Our church emphasizes ABC relationships locally, nationally and internationally.	◆	■	●	●	■	◆	6. Our church minimizes ABC relationships locally, nationally and internationally.
7. Our church is often involved in community affairs.	◆	■	●	●	■	◆	7. Our church is seldom involved in community affairs.
8. Our church's ideas and plans are made by an informal network.	◆	■	●	●	■	◆	8. Our church's ideas and plans are made by the responsible board, committee or task force.
9. In making decisions our church is governed by boards.	◆	■	●	●	■	◆	9. In making decisions our church is governed by the congregation.
10. Decisions are communicated formally through worship, bulletins and newsletter.	◆	■	●	●	■	◆	10. Decisions are communicated informally by bulletin boards, posters, grapevine or other informal network.
11. Our church places much emphasis on giving to ABC national and world mission.	◆	■	●	●	■	◆	11. Our church places little emphasis on giving to ABC national and world mission.

HOW OTHERS SEE US

What are the present ministries of this church as you perceive and/or experience them?

What new opportunities of ministry do you see for this church?

What are potential areas of growth for this church?

OUR CHURCH LIFE

SCALE: 1 = Always
 2 = Most Of The Time
 3 = Occasionally
 4 = Never
 5 = Someday Soon We Would Like To Try This

Our church offers:

Sunday School for all ages	1	2	3	4	5
Midweek prayer/Bible study	1	2	3	4	5
Midweek children’s programs	1	2	3	4	5
Child care for all services	1	2	3	4	5
Children’s ministry opportunities	1	2	3	4	5
Youth ministry opportunities	1	2	3	4	5
Senior adult ministry opportunities	1	2	3	4	5
Single adult ministry opportunities	1	2	3	4	5
Small group Bible study	1	2	3	4	5
Needs-based small groups	1	2	3	4	5
Special needs groups	1	2	3	4	5
Women’s Ministries	1	2	3	4	5
Men’s Ministries	1	2	3	4	5
Spiritual gifts assessment	1	2	3	4	5
Teacher training events	1	2	3	4	5
Revival/Renewal services	1	2	3	4	5
Mission education	1	2	3	4	5
Mission involvement	1	2	3	4	5
Community service opportunities	1	2	3	4	5
Ecumenical worship events	1	2	3	4	5
Intergenerational activities	1	2	3	4	5
Discipleship classes	1	2	3	4	5
Day-Care ministry	1	2	3	4	5
“English as a Second Language” Ministry	1	2	3	4	5
Community basic needs ministry	1	2	3	4	5
Other _____	1	2	3	4	5
Other _____	1	2	3	4	5

OUR WORSHIP LIFE

WORSHIP is the major focus of life together in the church; it gathers the people of God together regularly. Use the following list to help describe the worship experience of your congregation. You can simply check the ones that apply to your church situation or you can mark each one according to the following criteria:

- A = Always Happens
- R = Regularly Happens (note monthly, yearly, etc.)
- M = Most of the Time Happens
- O = Occasionally Happens
- N = Never Occurs
- S = Someday Soon We Would Like To Try This

CONGREGATION:

- Worship committee plans our worship
- Children participate in worship
- Lay Leaders participate:
 - Make announcements
 - Pray
 - Preach
 - Tell Children’s Story
- Church Covenant is read
- People greet each other as part of worship
- Prayer concerns come from the people
 - Verbally
 - Written form
- Responsive Readings/Litanies are used
- Unison Prayers are used
- Unison Bible Readings are included
- Communion Served by Minister
- Invitation is extended to make a decision to join church or make public decision for Christ
- Other: _____

MUSIC:

- Choirs participate
 - Children’s Choir
 - Youth Choir
 - Adult Choir
 - Other: _____
- Handbell Choir participates

(continued on next page)

OUR WORSHIP LIFE

MUSIC: (continued)

- Congregation participates in singing
 - Praise Songs/Choruses
 - Familiar Hymns
 - New Songs
 - Gospel Songs
 - Songs with inclusive language are used
 - Other: _____
- A Worship Team leads congregational singing
- A Song Leader leads congregational singing
- Soloists participate
- An organ is played
- A piano is played
- Other instruments are played
 - Guitar
 - Drums
 - Other: _____
- We use computer generated music accompaniment

WE LIKE THE MINISTER TO:

- Be the only worship leader
- Mention all prayer concerns in the pastoral prayer
- Preach sermons with a Biblical focus
- Preach sermons on evangelism
- Preach sermons on social issues
- Preach sermons on stewardship
- Share leadership of worship with laity
- Share leadership of worship with other staff/Associate Pastors
- Share leadership of worship with students in ministry
- Tell the children's story
- Use input from the Worship Committee
- Encourage use of charismatic gifts
- Use a variety of worship styles
- Wear a robe/stole
- Other: _____

WHAT WE BELIEVE

It is important for the search committee to prepare for a productive dialogue with potential candidates regarding their Christian faith and experience, convictions about the church and its ministry, and other topics of mutual concern to both the committee and the candidates.

Because American Baptists are not a “creedal” people, there is no agreed upon summary of doctrines and practices that govern our lives together. Nonetheless, each congregation and each potential candidate hold to convictions which need to be explored to determine the potential of compatibility between the two potential partners.

Your Interim Minister might be able to help you identify what **your congregation** believes. This might be done in Bible study groups or through a special congregational event. Please remember that what a congregation affirms in faith may be somewhat different from specific beliefs of a former Pastor, the Interim Minister or any one of the past or present church leaders. Congregations reflect their beliefs in their **Church Covenant**, their **By-Laws** statement regarding the church’s purpose, and in their choice of educational materials and worship aides, such as a specific translation of the Bible, the hymnal and litanies used regularly.

The following list is similar to those suggested for pastors preparing for ordination. (See “Recommended Procedures for Ordination, Commissioning and Recognition for the Christian Ministry in the American Baptist Churches,” page 8.) What are some of the convictions members of the church hold about these topics? Do some of your members hold differing positions, and will a new pastor need to help the congregation be respectful of these differing views or does your congregation tend to have similar views and do you want a leader whose views tend to match your own?

- God; Jesus Christ; Holy Spirit
- The Bible and its use
- Believers’ Baptism; Lord’s Supper
- The purpose, place and mission of the church in today’s society
- The role of the laity; the role of the minister
- Soul Liberty
- The Autonomy of the local congregation
- The Priesthood of all believers
- The Associational Principle
- Your commitment in support of American Baptist Churches/USA
- Your relationship to the ecumenical witness

GOALS AND VISION FOR MINISTRY

Instructions:

We suggest that you hold a meeting to which all the leaders of the church are invited. (If the congregation is small, you might consider inviting the whole congregation.) We suggest you invite your regional staff person, Interim Minister or other facilitator to aid you in this process.

Step One: Ask the group members to respond to the following questions, one at a time: List each answer on a separate three by five card (or larger).

1. What are the strengths of our church?
2. What are the needs of our church?
3. What do we do well?
4. What do our neighbors need from us as a church?

Step Two: Group the responses that relate to one another so that each grouping becomes an area of ministry—either, one that is currently happening, or one that the church would like to see happen.

Step Three: Prioritize the identified areas of ministry. First group those items that you are currently doing and wish to continue. Then list those items you want to start as soon as possible. Finally list those items you would like to start someday.

Step Four: Identify and list the most likely hindrances in the church or in the community to accomplishing each of the ministries listed in Step Three.

Step Five: Identify and list how you would want a new pastor to help you in these ministries.

Step Six: Identify and list what the church is committed to doing to accomplish these ministries. (Include leadership gifts and skills present in the congregation.)

Step Seven: As the search committee, use this information to determine the skills you need from your pastor and to describe your ministry goals and vision to pastoral candidates.

WHAT DO WE WANT TO DO AND WHAT WE NEED OUR PASTOR TO DO

Below is a list of items which relate to the life and work of the congregation. The work ultimately belongs to both the clergy and the laity for effective partnership in ministry. However, at specific moments in the life of the congregation, pastoral leadership is needed more in some areas than others. From the list select those items for which the congregation has major responsibility and place a "C" before those items. Then select eight items where your church seeks professional skills at this time and place a "P" before those items. Not all of these items listed will apply to all church positions.

_____ PS010 Prepare and implement budget. (budget/financial management)

_____ PS020 Develop and maintain programs and activities for enlarging the membership and/or the vision and ministry for the church. (church growth)

_____ PS025 Gather together a new body of believers on a regular basis for Bible study and worship which will lead to a new permanent congregation (church planting)

_____ PS030 Keep persons informed through the use of the media, newsletter, etc. (communication)

_____ PS040 Identify and evaluate the needs of the community and work to meet those needs through individual and/or corporate action. (community assessment/involvement)

_____ PS050 Resolve conflict situations with persons and groups for the sake of the church's ministry. (conflict management)

_____ PS060 Provide opportunities (a place and/or persons) for individual, couples, families and/or groups to enter a healing relationship. (counseling)

_____ PS070 Work with a language, ethnic or cultural group different from your own. (cross cultural involvement/mission)

_____ PS080 Provide a teaching ministry that is based on theological, educational and historical foundations. (education)

_____ PS090 Seek to lead persons to make decisions for Christ encouraging their identification with and participation in the local church/community. (evangelism)

(continued on next page)

**WHAT WE WANT TO DO AND
WHAT WE WANT OUR PASTOR TO DO**

_____ PS120 Cooperate with churches/leaders from Baptist and other denominations. (inter-church cooperation)

_____ PS130 Communicate a comprehensive understanding of the Bible and Christian theology in terms relevant to person's lives. (interpreting the faith)

_____ PS140 Seek to recognize and call forth the potential of persons as leaders, providing opportunities for their training and growth. (leadership development)

_____ PS150 Attempt to turn vision into reality and to sustain it in the church. (leadership)

_____ PS160 Motivate and support persons in discovering and using their gifts for ministry in their daily lives. (ministry of the laity development)

_____ PS170 Encourage and provide opportunities for the congregation/individual to be informed and involved in Christian witness at home and abroad. (mission promotion)

_____ PS175 Have and demonstrate keen sensibilities to other language, ethnic, and/or cultural groups and settings. (multicultural sensitivity)

_____ PS180 Maintain a choral and/or instrumental program/s of the church. (music directing/performing)

_____ PS190 Create an atmosphere in which persons feel accepted, included, cared for and can identify with the group. (nurturing fellowship)

_____ PS200 Develop and implement the goals and objectives of the church. (planning and management)

_____ PS210 Provide by word and presence an empathetic understanding of and concern for persons in the routine and joys as well as the crises and transitions of life, giving assistance where appropriate and feasible. (pastoral care)

(continued on next page)

**WHAT WE WANT TO DO AND
WHAT WE WANT OUR PASTOR TO DO**

_____ PS220 Enable the staff to accomplish their duties and responsibilities and encourage their personal and professional growth. (personnel supervision)

_____ PS230 Support the preaching ministry with time for preparation/reflection on the Word, and commitment to listen for the Word's power and its implications for individuals, the church, the community and the world. (preaching)

_____ PS240 Design, encourage and help to implement organizational, social, educational, religious and/or recreational programs of ministry. (program development)

_____ PS260 Seek to be aware of justice issues in the community and the world, then discover ways to act toward eliminating the causes of injustice. (social action enablement)

_____ PS270 Provide opportunities for individuals or groups to understand and enhance the spiritual dimensions of their personal lives. (spiritual life development)

_____ PS280 Enable persons to develop and use individual and corporate resources: personal gifts, skills and finances to the glory of God. (stewardship)

_____ PS290 Enable persons to lead using methods and materials appropriate for the learner's age and situation. (teaching)

_____ PS300 Make formal and informal connections with church members or others in their homes, at work or in other settings. (visitation)

_____ PS310 Participate actively in worship, offering feedback and suggestions for greater participation and effectiveness in the expression of praise, thanksgiving and devotion to God. (worship preparation and leading)

_____ PS320 Develop and lead a ministry with adolescents which nurtures youth toward Christian faith commitment and discipleship. (youth ministry)

MINISTRY PRIORITIES

List the eight activities of ministry (taken from the Church Reflections 9 WHAT *WE* WANT TO DO AND WHAT WE WANT OUR *PASTOR* TO DO), which you feel are the most critical activities in which your pastor should be competent. Prioritize the list to assist the regional staff person in writing the computer search and to assist your discussion with potential pastors.

1st # _____

2nd # _____

3rd # _____

4th # _____

5th # _____

6th # _____

7th # _____

8th # _____

From your "Goals and Vision for Ministry" are there additional emphases of your vision which have not been covered in the eight items above? You may list as many as five items. These **SHOULD NOT** be selected from the 31 items.

1.

2.

3.

4.

5.

COMPENSATION, BENEFITS AND MINISTRY-RELATED EXPENSE REIMBURSEMENT

A. PASTOR'S COMPENSATION

(Note: Many Regions have guidelines for fair compensation. Check with your Region to discover the recommended fair salary for your size church and community. If your church is not able to afford this amount your pastor should be considered part-time. (Part-time salaries are based on a percentage of the average compensation in your Region.)

1. Cash Salary: Indicate the maximum salary your congregation is able to offer. (Of course, you can negotiate anything; however, we do not want to send you Profiles which your congregation cannot reasonably consider.)

\$ _____

2. Housing: (Tax laws require that an annual vote of the congregation before the beginning of each calendar year be recorded officially setting the amount of salary that is considered "housing." The following is a sample resolution that may be used:

RESOLUTION:

Resolve that the _____ Church of _____ at this regularly called meeting _____ recommends total pastoral compensation* in the amount of _____ of which _____ is designated as Housing Allowance.

*(Remember to include the rental value of the parsonage and utilities where a parsonage is provided.)

See M&M resource on Parsonage Allowance.

Insert the appropriate cash amounts

- a. Rental Value of Parsonage _____
 Utilities _____
 Allowance for yard care, furniture, etc. _____

OR

- b. Housing Allowance (inclusive of
 utilities, furniture, etc.) _____

(continued on next page)

COMPENSATION, BENEFITS AND MINISTRY-RELATED EXPENSE REIMBURSEMENT

3. Total cash salary and housing cannot exceed: _____
 Other salary options can include:
 Flexible Spending account
 The Annuity Supplement
 Other

B. BENEFITS

Check the programs that you plan to offer and list the anticipated cost.

- | | |
|--|-------|
| _____ M&M Retirement/Death & Disability
(16% of Total Compensation) | _____ |
| _____ Other retirement plan | _____ |
| _____ Medical/Dental Insurance | _____ |
| _____ Social Security Offset*
(*SSO is taxable income) | _____ |
| _____ Other _____ | _____ |

C. REIMBURSEMENT FOR MINISTRY-RELATED EXPENSES

Insert the amounts you plan to offer for:

- | | |
|----------------------|-------|
| Books/Periodicals | _____ |
| Auto @ ____per mile | _____ |
| Continuing Education | _____ |
| Conventions | _____ |
| Hospitality | _____ |
| Professional Dues | _____ |
| Other Expenses _____ | _____ |

(continued on next page)

COMPENSATION, BENEFITS AND MINISTRY-RELATED EXPENSE REIMBURSEMENT

Indicate the time you will offer for:

Continuing Education	_____
Conventions (local/regional/national)	_____
Days Off	_____
Family Leave	_____
(e.g. maternity, paternity, elder parental)	_____
Retreats	_____
Sabbatical Leave	_____
(see Ministers Council recommendations)	_____
Vacation	_____
Sick Leave	_____
Holidays	_____

D. MOVING INFORMATION

It is expected that the church will pay the full moving expenses. Check that which applies to your church.

_____ will pay all costs (normative)
_____ will negotiate costs (exceptional)

Estimated cost for move \$ _____