



Pastor Search Guide

By Jim Osterhaus, PhD

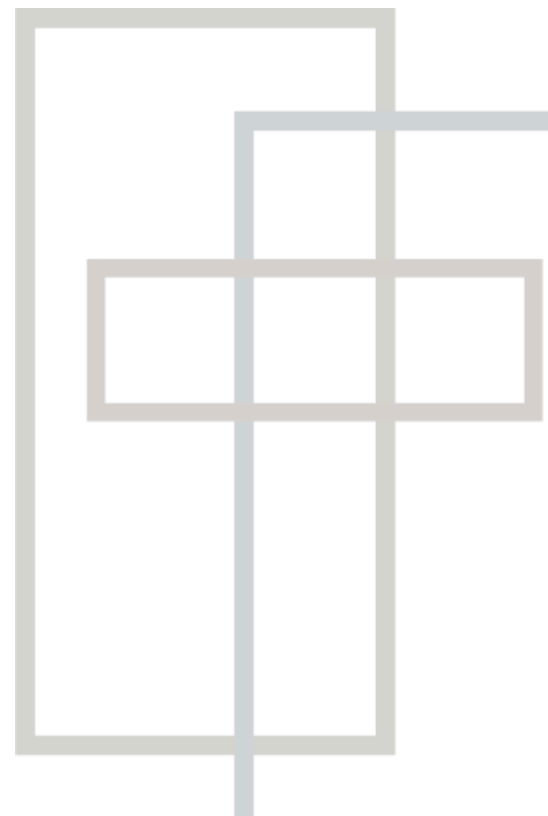


Table of Contents

Introduction

- **Context of the Search Committee**
- **Models of Search Plans**

The Church's Code

Selecting the Committee

- **Chair(s) and committee members**
- **Conflict**

Expectations

- **Introduction**
- **Church Expectations**
- **Board Expectations**
- **Committee Expectations**

Steps in the Process

- **Initial Steps**
 1. **Assistance from the Previous Search Committee**
 2. **Technical Assistance**
 3. **Development of the Church Profile**
 4. **Preparation of Ministry Selection Criteria**
 5. **Establishment of Application Process and Procedures**
- **Contacting Candidates**
- **Screening Candidates**
 1. **Screening Candidates**
 2. **Selecting First Set of Candidates**
 3. **Managing Candidates**
 4. **Detailed Consideration of Final Candidates**

- **Background Investigation**
- **Reference Checks**

- **Final Report to the Board/Congregation**
- **Transition**

Appendices

- I. Letters**
- II. Written Candidate Questions**
- III. Candidate Interview Questions**
- IV. Reference Phone Interview Questions**
- V. Position Description**
- VI. Background Investigation**

Introduction

Finding your next pastor can be the biggest challenge your church has faced in recent years. And the outcome of your search will impact your church for years to come. Locating the right pastor is only one part of the process. Knowing who you are as a church and who would be best to lead you is crucial. Your Search Team needs all the guidance and insight it can get. Most of them have never served on such a team. This guide is designed to help your searchlight be the brightest it can be.

One of the most daunting tasks to face a church periodically is the need to find a new minister. Transitions for any organization present challenges. The search for a new minister presents several unique challenges that must be faced and overcome in order that a successful outcome is the result. Churches form search (or pulpit) committees and go about their tasks of finding the next minister. Often these endeavors are punctuated by disagreements, false leads, twisting journeys, and discouragement.

This workbook is designed to present a step-by-step how-to in the search process. We realize that each denomination adds unique wrinkles to this process. We have attempted to include several of these wrinkles from the various denominations. But owing to the fact that there are numerous denominations, we would encourage you to contact your denominational headquarters and inquire as to procedures.

It should be noted that we will use the term “church board” to denote elders, sessions, vestries, councils, deacons, and all the other lay ruling boards.

Defining Terms

- Church board – denotes elders, sessions, vestries, councils, deacons, and all other lay ruling boards.
- Search team – denotes a pulpit committee, pastor search team, or succession team. Using the term ‘team’ can have a better connotation than ‘committee.’

Context of the Search Committee

Search committees are called into being during times of transition. Times of transition involve uncertainty, which brings with it anxiety. The transition to a new pastor involves both technical and adaptive aspects.

Technical vs. Adaptive (Transformative). Some issues lend themselves to solutions that already exist in the organization. For a search committee, these technical elements involve the gathering of names, the fashioning of church profiles, the ranking of selection criteria. Other issues engage our deeply held beliefs and values. This adaptive work involves clarifying with people what matters most, in what balance, with what trade-offs. Pastor searches provide a blend of both technical and adaptive

elements. Unfortunately, many search committees focus exclusively on the technical aspects, unaware that the adaptive components lurk in the shadows ready to derail the entire process.

If technical issues are the only focus, and adaptive aspects are ignored, there will be consequences that could prove far-reaching and negative for your church. Understanding and handling adaptive challenges requires some expertise. For a fuller understanding of the differences between adaptive and technical change, consider *The Transforming Church* by Kevin Ford, an excellent church consultant who can also assist you in this process.¹

Visioning Process. As a preliminary step, before the Search Committee is formed, and the whole process set in motion, we would recommend a visioning process led by the board. Visioning begins with Discovery. This process clarifies a number of issues: the mission and vision of the church as it is presently understood, the composition of the search committee, and the competencies which will be critical in determining the next pastor. If this step is taken, much of what is to follow in the process will more easily fall into place.

Discovery is a step that many organizations overlook, yet it is mission-critical. Bad assumptions lead to bad solutions. So, yesterday’s solutions often become today’s problems. Once you’ve discovered what is really blocking your ministry’s mission, this becomes a strategic inflection point allowing the entire ministry to move forward in one direction.

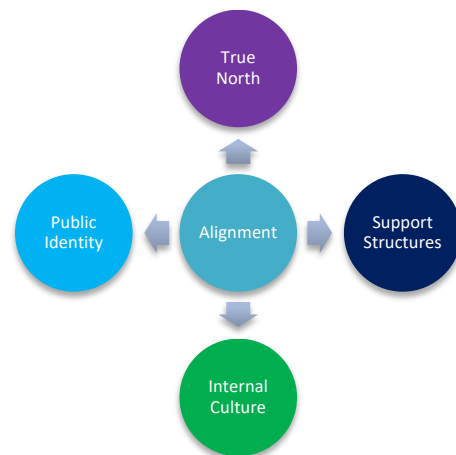
A good discovery process should include:

- A congregational survey
- Onsite focus groups, interviews and ministry observation.
- A demographic study of your local community.
- Review of supporting structures, budgets, org charts, governance, and programming.
- Assessment of key staff
- A Summary Discovery Report (including executive summary, recommended path forward, and detailed analysis).

The goal of a good visioning process is to create alignment, so that your new pastor aligns with your True North.

What is True North? True North consists of extremely clear core values – who are we and what matters most? True North is built on a laser sharp mission – what do we do and what do we not do? True North clarifies strategy – where will we bet the farm in this season? Support structures such as staffing, technologies, buildings, facilities, committees, and budgeting should be driven by your True North.

Internal culture – the actions, behaviors and practices that make your ministry thrive should align with your



True North. Your Public Identity, or brand, should reflect your True North. Logos and taglines. Websites. Printed materials. Everything should clearly say “THIS IS US!”. Once the search committee is formed, they should participate in one or two interactive retreats around the True North, so that they are emotionally involved with the True North.

Models of Search plan.

Leadership transitions are seldom easy, and churches are no exception. Traditionally, senior ministers leave their churches; an interim minister is appointed; a search or pulpit committee forms, and the process of finding the next senior leader begins. Use of this model often causes a loss of continuity since much of the organizational memory walks out the door with the departing pastor.

Accordingly, churches across the country are beginning to consider a Search planning task force

- For the most part, the “interim minister” model is becoming obsolete in the modern church, particularly for larger churches;
- There is substantial agreement that some sort of overlap of service time between the retiring and the new minister may be appropriate, hence a co-pastor or coadjutor model;
- If a Coadjutor (“one who works together with another”) model is used, there is strong agreement that the overlap period needs to be defined in advance and be relatively brief – no more than a few months is recommended.
- Responsibilities must be clearly delineated between the minister and coadjutor. The current minister is leaving, and is dealing with loss. He is also watching as another person takes his place and assumes his authority. This is no easy task, and fraught with danger if both parties are not aware and sensitive to the issues involved.

To preserve the continuity of leadership within the church, a Search Committee can be established to develop a church profile and to begin the search for the next minister while the existing minister is still functioning. This is all being done with the understanding and support of both the current minister and the denominational authorities.

It is critical that the exiting minister be completely sold on the Search/Succession idea, so that he/she can free the successor to lead, teach, and relate according to his/her own unique style. The church must see each honoring the other.

Selection of the Search Committee

Transitions in leadership evoke uncertainty and anxiety within the church. Therefore, care must be taken at each step of the search process, beginning with the selection of chairs and committee members.

Selection of Chair(s) and Committee Members

Chair(s). Selection of the chair(s) is a critical first step in forming a successful committee. Characteristics to consider are:

- Known and respected by congregation.
- Spiritually/emotionally mature. “Holistic spirituality is a pilgrimage of deepening responsiveness to God’s control of our life and being.” [M. R. Mulholland, Jr. *Invitation to a Journey*, 12]. Emotional maturity has to do with alignment – a person’s true self being aligned with daily presentation of herself to the world.
- Known *not* to have an “agenda” as to who the next pastor should be. Not that this is entirely possible. Everyone has preferences. But the chair(s) must be open to God’s leading, and the diversity of opinions that will undoubtedly emerge within the committee.
- Comfort and knowledge leading in a committee setting.
- Good at organizing.
- Good in front of groups (this person will be the main person the congregation experiences during the search).
- Often churches will choose committee chairs who have been proven leaders in the workplace – military leaders, corporate or governmental leaders, etc. The possible difficulty with this is the difference between a hierarchical, performance-based organization and a volunteer organization (i.e. the church).
 - ✓ Leaders are used to having the last word, often not having to get buy-in from subordinates.
 - ✓ All too often these leaders become frustrated when volunteer committee members can’t be “brought into line.”

Committee Members. Care must next be taken in the selection of the committee members. No fewer than 6 or more than 15 is recommended.

- A cross-section of the congregation as to age, gender, socio-economic brackets, and ministry involvement
- People who are mature spiritually and emotionally.
- People who are actively involved and giving to the church.
- Someone (possibly the chair) of the church board. It would be best if this person served *ex officio*, and had no voting power.

Conflict: Expect it, Cultivate it, Manage it.

People often shun conflict and seek to control it whenever it rears its head. The search process is one in which conflict is an innate attribute. Conflict does not have to be a negative experience. Indeed, drawing people from all the various aspects of church life, will undoubtedly lead to disagreements. These disagreements need to be welcomed, but also monitored so that the conflict is productive and useful, not destructive. Useful conflict is conflict that stays focused on the mission (i.e. to find a new minister). Destructive conflict becomes personal, and by definition will never lead to productive outcomes because mission-driven issues are lost as personal agendas emerge.

Check out the book, *Thriving Through Ministry Conflict* by the author of this guide, found in Amazon books. This will assist you in understanding the differences between healthy conflict and destructive conflict. Conflict needs to unfold during this process. How this conflict is understood and navigated is the critical understanding.

Management of The Expectations

Introduction

Critical to the success of the search process is the management of expectations – both the initial expectations of the church, the board and search committee members, and the ongoing expectations of all of the above.

Church Expectations

Minister transitions, as stated above, are times of heightened anxiety for congregations. And as mentioned, care must be taken to manage the expectations of the congregation. Note: This is *not* a one-time exercise, but an ongoing endeavor. Congregations need to know what to expect from the beginning, and throughout the search process.

Problems invariably arise when search committees have not been vigilant to keep the congregation informed as to what is happening, and what to expect. Therefore, town meetings should be conducted at the beginning of the process, and at regular intervals (every two to three months) during the process to inform the congregation and allow questions to emerge.

The initial town meeting should be lead by the current minister (if he is still on the scene), the Board chair, and the Search Committee chair(s). Each of these people should lay out, from his/her perspective, what the search process will entail. Then questions should be solicited from the congregation. We have found it better to have questions written out on 3X5 cards and collected as the meeting unfolds. These can then be brought forward, organized, and given to the leaders for response.

If, at any time during the search process, the search committee or board becomes aware of heightened anxiety within the congregation (or board), a town meeting should be conducted to ferret

out concerns. The Search Committee is working under a veil of confidentiality, which means there won't be a lot of specific information widely available. Such an environment is “*Miracle Grow*” for rumors to emerge. Hence it is critical for the Search Committee to be seen as being *available*, even though there is not a great deal of information that can be conveyed.

Board Expectations

In certain situations, the Search Committee is usually seen as a subcommittee of the Board, but often not made up of board members. In other situations, the committee is a separate entity from the Board representing the congregation. In any case, there is the need for confidentiality that extends to prohibiting Boards from knowing specific procedures and candidates. As a result, there is a very good possibility that misunderstandings will develop between the Board and Search Committee, and outright battles over turf and authority issues.

This makes it absolutely critical that from the beginning, expectations for the Search Committee be clearly spelled out, so that everyone is “on the same page” as the process unfolds. Below is a written charter, and we strongly recommend a written charter, that spells out the responsibilities of the Search Committee.

Charter of the Search Committee

I. Authority:

The Search Committee is a temporary committee of the Church Board and operates under Board authority.

II. Responsibilities:

A. **Overview.** On behalf of and subject to the Board, the Committee is responsible for seeking, interviewing, and evaluating candidates for the position of the church's minister. The Committee will provide their recommendation of the single best candidate to the Board.

B. Specific Responsibilities:

1. The Committee will seek a candidate that complies with the criteria set forth by the Board and the Committee
2. The Committee will conduct a thorough church profile which will be used as follows:
 - a. To obtain an updated description of The church's vision focus, structure, ministries and financial health.
 - b. Assist the Committee in determining a suitable candidate
 - b. To provide to the candidates to help them determine their suitability for the position of Minister.

3. The Committee will fully screen any candidates by ensuring the following:
 - a. Thorough background check via Oxford Document Company in accordance with denominational standards.
 - b. Sufficient interviews with employers, professional, and personal references to gain a complete picture of his/her qualifications.
 - c. Sufficient interviews with the candidate
 - d.. A team from the committee will listen to several of the candidate's sermons and, if possible, classroom teachings.
 - e. If the opportunity permits, observe the candidate conducting the business within his/her current employment.
 - f. Evaluate the ministry effectiveness of the candidate's current church.

4. Reports:
 - a. The Committee will provide a recommendation to the Board regarding a candidate for Minister. This recommendation should include sufficient supporting documentation for the Board to make knowledgeable and independent decision as to the suitability of the candidate.
 - b. Provide a monthly progress report to the Board regarding the search process.

The report:

 - may be oral or written.
 - should contain enough detail to satisfy the Board that continued and sufficient progress is being made.
 - should not include names of candidates or any unusually sensitive information.
 - should also note the loss of Committee members and recommendations for replacements.
 - need only mention the adequacy of current year Committee funding if it appears that funding may be inadequate. If inadequate, the Committee should make a dollar specific recommendation for increased funding.

 - c. The Committee Chair(s) will apprise the Board chair, or in his/her absence, the Board vice chair of any developments or concerns that they believe warrants immediate attention.
 - d. The committee will conduct meetings with the congregation on an as needed basis.

5. Plan of Action.
 - a. The Committee will develop and follow an overall plan of action.
 - b. The Board will be provided with the initial plan and any plan revisions.

6. The Committee, though a temporary committee of the Board, will operate with significant independence limited only by the provisions of this document.

III Committee Membership:

- A. The Committee shall have at least 8 but no more than 15 members including the (Co)Chairperson.
- B. Specific membership requirements follow:
 - 1. The Chair/Co-Chairs of the committee will be selected by the Board.
 - 2. Chairpersons will submit the list of potential members to the Board for approval.
 - 3. Committee membership should be representative of current ministries and the demographic spread of the church's congregation.
 - 4. Committee members must be adult members of the church in good standing.
 - a. Must be spiritually mature
 - b. At least 16 years old, registered at the church and faithful in worship, praying and financial contributions for the previous year.
 - 5. Members are appointed for the duration of the Committee.
 - 6. Changes/substitutions in committee membership are submitted to the Board for approval. Board concurrence is required to remove a member from the committee.
- C. The church paid staff and Board members are excluded from participating on the committee. The current chair of the church board will attend as a non-voting, ex-officio member of the committee.

IV. Meetings & Minutes:

- A. The Committee shall conduct meetings as follows:
 - 1. Develop agreement on confidentiality
 - 2. Meet regularly as required to conduct its business.
 - 3. Meetings will be called by the Chair(s).
 - a. Short notice for meetings may be occasionally required.
 - 4. Each meeting will have an agenda.
 - 5. Maintenance of the Committee records and minutes are the responsibility of the Chair(s).
 - a. This responsibility may be delegated to a subordinate committee member.
 - 6. Minutes will be kept at every meeting.
 - a. Minutes should be considered confidential and will not be provided to the Board.
 - b. Minutes will be delivered to the Board chair upon dissolution of the Committee. However, because candidate names are considered confidential, the Board chair will not distribute the minutes to the Board.
 - 7. A quorum must be met to have a valid meeting vote.
 - a. A quorum is considered at least 50% of the Board approved Committee membership.

Committee Expectations

Attendance. Committee members will be expected to make committee meetings a priority. Because the process will undoubtedly extend beyond a year in most cases, it is understood that emergencies arise that will preclude meeting attendance. However, by accepting membership on the committee, members understand that this committee will take precedence over other church activities, and meeting attendance will be crucial to an orderly process.

Confidentiality. Confidentiality is essential. Names of potential candidates leaking out to the congregation, or even the Board can have severe consequences. For the candidates, there is the possibility that their consideration by another church for employment could have very negative consequences to their present place of ministry.² Also, people within the congregation will have favorite candidates, and, having not been part of committee deliberations, will misunderstand why certain candidates were rejected.

Confidentiality can include spouses of committee members, as long as everyone understands that this is a critical aspect of committee deliberations. Committee members who violate this will be asked to step down from the committee.

Final Disagreements. Disagreements will continue to emerge as the process unfolds. Committee members may feel strongly about one candidate over against another. This is to be expected and encouraged (see conflict section above). But it must be understood, that once a decision is made, the Committee will speak as one. Disastrous consequences will ensue if Committee members who were not totally behind the final candidate, and then leave the search process voicing their concerns to the congregation at large.

It is important that *all* committee members weigh in on their views regarding candidates, especially the final candidate. If objections are not sufficiently reviewed and removed prior to the forwarding of this name to the Board, and the calling of this person, problems will undoubtedly follow the new minister as s/he begins ministry.

Process of the Committee

Initial Steps

1. Assistance from the Previous Search Committee.

It is valuable to the search committee to get input from previous search committees at the church. Beginning with the former chair(s) of previous committees, the new chair(s) should seek out as much initial information as possible as to processes, potential roadblocks and unforeseen issues that arose.

² Note that this type of information can travel at lightening speed throughout a denomination.

In churches where there has been a high turn-over rate among senior pastors, this is especially important. Not that the selection process itself has been flawed, leading to high turn-over. But the need to be especially vigilant as to what processes may lie buried and potentially toxic is prominent. One church where we consulted had had high senior pastor turn-over. When we began to dig under the surface to understand the culture (DNA) of that church, we found a very anti-authority strain that had been present in the church since its inception.

2. Technical assists

- **Blogs**

The most important technical assistance in the search process is the establishment of a web-enabled blog, where documents and candidate information can be posted for committee members. A technically proficient committee member, who can establish and maintain this site would be ideal. Then issues of confidentiality would not have to be considered.

This blog site would be password protected, so that only members of the committee can access the site. Check out www.blogspot.com.

- **Facebook**

If your team members are on Facebook, or would be willing to sign up for Facebook, you can establish a private group for your team. This would also enable them to interact, exchange documents etc. Facebook is free and can be accessed at www.facebook.com. As this guide will undoubtedly become outdated quickly, please consult with the next generation about the most popular forms of social media.

- **Church Website**

The single most important thing a church can do to attract the right candidates is to have an excellent, up-to-date website. Too often search committees forget that a two-way evaluation is unfolding: the committee evaluates the candidate, *and* the candidate evaluates the church. Your website introduces your church to the world, much as your front yard introduces your house. If it is sloppy and ill-kept, people will develop an initial bad impression.

The church website should contain a “Search Committee” button, where congregants and outsiders could have access to unfolding Search Committee information. This is where an electronic church profile should also be posted, so that potential candidates can have immediate access to church information.

3. Develop a church profile.

The church profile (some churches prefer an information packet) provides for potential candidates, all the information about the church candidates need to know to understand the ministry of your church. The profile is also useful to the existing congregation and to newcomers to understand the mission of your church, its place in your community, and its history.

Because the profile is a critical introduction of your church to the outside world, a great deal of care must be taken in the development of content and presentation (graphics, formatting, pictures, etc). A sloppy, half-hearted effort will undoubtedly send the wrong message to candidates and to the congregation at large.

Elements of a profile:

1. Church Survey. The search process provides an excellent time to survey the congregation to determine congregational attitudes toward the ongoing ministry. An excellent instrument for this is the Transforming Church Index (TCI). This instrument yields a wealth of information as to current church functioning.
In addition to the TCI, it would be useful to poll the congregation as to specific characteristics that are desired in the next minister. This questionnaire could be included in several Sunday worship service leaflets to be collected following the service. This questionnaire could include a number of characteristics (e.g. good speaker, pastoral skills, counseling, administration), or could ask the congregation to “free associate” the ideal next minister.
A useful additional exercise would involve the leadership of the church. Have them write anonymously what characteristics they liked best *and* least about the last pastor. Then have them write the non-negotiable characteristics they wanted to see in the next pastor.
2. History of the church. When did the church come into being? Who were the people who made this happen? What was their vision? Who has served the church since its inception?
3. Statement of values, mission, vision. It would be most useful if the church has conducted a strategic plan within the past several years. These plans invariably include statements of values, mission and vision for the church. If you have not had a strategic plan in a long while (or ever), now might be the time, as you begin a search process, to consider this. The above mentioned website offers information on how to conduct this process.
4. Demographics. Who does your church serve? Who makes up the congregation? Who is included in the surrounding community? What is the ethnic mix? What socio-economic classes are included? Is there a university close by? A major city? What opportunities for ministry exist that possibly have not been tapped by the church?
5. Worship style. What worship services does the church provide? How would these services be characterized? What is the music like? Drama? Liturgical dance? Other notable features?
6. Church structure. How is the church organized? What does leadership look like (top-down, a great deal of lay leadership; etc.)The Board make-up? How does clergy interface with lay leadership?
7. Ministries. The various ministries of the church should be enumerated. This section can be written by those responsible for each ministry.
8. Facilities. Included in this would be any plans for capital campaigns and expansions.

9. Finances. What is the annual budget? What has stewardship been like in the past five years?
10. Desired characteristics for the next minister. What are the specific characteristics of the person the church is looking for to lead the church in the future?
11. Additional items. You might want to consider including a recent church bulletin and church newsletter.

. Prepare Minister Selection Criteria

A critical next step in the process is the preparation of the selection criteria for the candidates. This will become your “plumb line” for measuring each of your candidates.

To develop the criteria, first note the congregational survey (above) that asked for specific characteristics. Next, if you have polled the congregation and the leadership on specific characteristics, add these to the list. Then ask each committee member to add to this list. The chair of the committee would be well-served by a flipchart to write down the characteristics as these are developed.

The next step is to get consensus within the committee as which characteristics are the defining characteristics that will be published (in the church profile under “Desired Characteristics of the Next Minister”) and used in the selection process.

Finally, rank each of the characteristics as to which is the most important. Each committee member can do his or her own ranking, then lists compiled in order of importance.

1	2	3	4	5	6	7	8	9
Biblical Orthodoxy	Leader- ship	Pastoral Skills	Evangel- istic	Effective Communicator	Spirit- filled	Team- builder	Admin- istrator	Relational

5. Establish Application Process and Procedures

The next step in the process is to develop your candidate application process.

Developing the Candidates. First, develop a strategy for gathering candidate names. Denominational headquarters usually have procedures for gathering potential candidates, and this will be the first step. Other prime sources for developing candidates is from clergy persons across the country, the classified section of denominational and religious publications, and web-enabled sites for Christian workers. Some notable sites that might prove useful are:

- www.pastorfinder.com
- www.intercristo.com
- www.churchjobs.net
- www.churchstaffing.com

You may also simply do a Google search for “Pastoral Job”. www.google.com

New Candidate Information

As new candidates are received, get as much information about them as possible. Circulate the name and what church (or other organization) they serve at (giving a city or state for clarification) to the committee members and ask if anyone has any objections. If there are no objections, place your candidate on the Candidate List on the search committee web site and begin the contact process. (See “Initial Letter” above). Be sure to update the Candidate List for each contact made (correspondence and phone calls).

Managing Candidates. An important aspect of the ongoing process is the management of the candidates. What is most important in this process is the management of expectations. Once candidates agree to allow their names to be submitted for consideration in your search process, they have particular expectations as to what will be occurring, and when it will occur. Consequently, it is critical to keep candidates informed as to where they are in the process, and what are the next steps which will occur.

Contact Sequence

1. Initial Contact: Neutral Letter: “We wanted to contact you concerning potential candidates for our position of senior minister.”
2. Phone Contact.
3. Letter Requesting Information. First sequence of written questions.
4. Second sequence of questions (oral/written?). At this time sermons can be solicited (these are found posted on each church’s website).
5. We Visit Minister Candidate (depending on what has been budgeted for the search process): in these visits, members of the search committee (usually 3) visit the minister at his or her church. This gives the search committee the opportunity to see the minister in his or her ‘home turf.’ You will get an opportunity to see how the minister preaches, leads worship, interacts with congregants. Such visits should include:
 - A meal with the minister and spouse. (usually Saturday night or Sunday lunch)
 - An opportunity to interview, speak at length with the minister, using questions the search committee has decided upon.
 - If it is appropriate, according to the minister, a conversation with some lay people in the minister’s church.

Please, be very considerate of the minister and his or her ministry.
You do not want to encourage any unnecessary ‘lame duck’ ministry.

6. Minister (and spouse) Visits Us

- Usually not on a Sunday morning; too complicated if whole church gets involved.
- Opportunity to meet whole committee
- During interview, use pre-determined questions, (there should be some uniformity of interviews.)
- Scheduled time to meet board, although board does not interview.
- Hotel room for candidate and spouse. They need privacy for conversation and reflection.
Visit usually includes:
 - Interview with entire search committee
 - Meal and/or other informal social time.
 - Informal gathering with board (could include spouses)
 - Visit to church facilities
 - Drive around community or other introduction to the area. This can be done with a realtor from the church.

Candidate Contacts

Candidate names will be submitted to the committee. A list of candidates is generated (and this list will continue to expand and contract as the process unfolds, as more names are submitted, and others eliminated for various reasons). Each name needs to be assigned a committee member who will act as that candidate's point person. The point person will be responsible for making contacts with the candidate, entering data on the committee blog regarding the candidate, and, if the candidate remains in the process, seeing that references are contacted and shepherding the candidate through each step of the process.

1. Initial Contact: The Initial Letter (See Appendix I) from committee chair asking for assistance in identifying candidates. The point person needs to send this letter out to his/her new candidate(s) as these are assigned. Note that the letter is generic, not mentioning that the pastor who receives the letter is herself a candidate. In many churches, secretaries open and initially read all correspondence to the pastor (this may be true of email also). It is therefore safer to send a letter that merely introduces your church's search process and solicits names. Ask the candidate for his/her contact information so that the search committee can contact him/her directly.

2. First Telephone Contact: A reasonable time after the Initial Letter has been sent make the "First Telephone Contact" with your candidate and ask if they are willing to consider being a candidate. It is at the time of the personal call to the candidate that you say:

"Your name has been submitted as a candidate for the position of pastor at First Church. I would like to have your permission to place your name on our active list for consideration. If this would be okay with you, I will tell you what the next steps in the process will be."

Realize that the potential candidate might need time to consider being considered for the position. But s/he may also be interested in knowing how the process will unfold. Each committee member therefore should have enumerated the steps of the process that will follow:

“If you elect to have your name placed in nomination, the following sequence will follow (*depending on what your search committee/denomination prescribes*):

- You will be sent our church profile and a written application which we ask that you fill out in the next 3 weeks.
- Please return to us the application questionnaire, a resume, a statement of faith, and location any materials (e.g. recorded/written sermons, writings, etc) that you feel best present your ministry.
- You will be contacted after a month as to whether your candidacy is still viable. (*Note: Understand that this candidacy process is fluid. Names will continue to be submitted for several months. But each candidate, no matter when his/her name is submitted, needs to be told within a month whether or not s/he is still a candidate. Certain candidates will be obviously inappropriate for your position after you peruse their materials*).
- In the next several months, we will compile our list of final candidates. At that time you will be contacted again and asked for a phone interview.

If they have any other persons to recommend take the names and ask for complete addresses (including email addresses) and telephone numbers (including cell phone numbers) of their office and home, if possible. Ask where and how they would want to be reached by our committee. Also ask for the name and address of the church or other organization where they are currently employed. Basically get as much information as you can on each candidate, including the one you are calling.

3. Letter Requesting Information: (See Appendix I). This letter, which will contain the church profile and a request for the above-mentioned items, may also contain a written questionnaire (see Appendix II). There are actually several times when you can ask specific questions, and it would be a good idea for your committee to note each of these times:
 - The written questionnaire that is included in the first letter.
 - The second sequence of questions (see #4 below).
 - A face-to-face interview when the committee visits the candidate’s home turf.
 - A face-to-face interview when the candidate visits the church.

The first two questioning times will yield a great deal of information. This will also tell you what additional questions need to be asked. Therefore it is essential to plan out the first two questioning times, to make sure the areas that need covering are adequately addressed.

4. Second Sequence of Questions: Appendix III has a list of helpful questions. A four hour interview could not possibly cover all of these questions. Have the search committee go through these questions, and mark those that will be most important.

At this time in the process, some churches prefer to have remaining candidates take a test to discover personality issues. Most preferred tests are the Gallup Strengthsfinders © Myers-Briggs Type Indicator ©, the Taylor-Johnson Temperament Analysis ©, and the 16pf ©. These instruments need to be administered by a trained counselor, who can also assist in the interpretation. These tests will not give conclusive results as to the suitability of a candidate for your church, but they can yield information as to a person’s personality and skill sets.

5. Visiting the Candidate: Once the list of candidates has been pruned to a half dozen names. Arrangements can be made to visit each candidate in his/her home church.

Candidate Visits Us. Schedule a time when the candidate can come and visit your church and team. If they want to come on a Sunday, it is best not to inform the church- only the team and board should know of their visit. The visit should be all expenses paid for the candidate and their spouse.

Screening Candidates

The danger in evaluating candidates is that judgments can become dangerously subjective. Certain candidates, usually because of their innate charisma, will make an excellent first impression. This is why it is critical that the selection criteria prepared above be employed at this stage. Each committee member can then be given a grid with criteria across the top (beginning on the left with the most important criteria), and the names of prospective candidates down the left side. As each candidate is considered, a score can be assigned.

Name	1 Biblical Ortho	2 Leader- ship	3 Pastoral Skills	4 Evangel- istic	5 Effective Communicator	6 Spirit- filled	7 Team- builder	8 Admin- istrator	9 Relational	10 Addition Issues
Smith										
Jones										
Williams										
Haley										
Nelson										
Richards										
Banks										

5 = strongly meets criteria

3 = adequate but not strong

1 = does not meet criteria

Saying How Things Are Going. It should now be obvious that the process of gathering candidates can take a number of months. People who early on submit their names will be wondering how the process is unfolding. Often in search processes, candidates feel as though they’ve dropped into a “black hole” with no communication coming from the committee. Therefore, each search committee member must be coached to maintain contact with his/her candidate(s) every couple of weeks to

assure the candidate that the process is still proceeding, that the candidate is still a viable candidate, and approximately how long to expect some official word from the committee. The lack of ongoing communication is one of the most prevalent errors search committees make, and the consequences can be dire in that candidates will drop out of the process and go on to other pursuits in the absence of ongoing information.

Saying Goodbye Gracefully. All but one candidate eventually will be dismissed from the process. It is very important that, as candidates are dismissed from the process, they are handled gracefully. The final letter in Appendix I contains a “Goodbye” letter that can be modified and used. Understand that rejected candidates may wish to call and know further why their candidacy was rejected. These conversations should be handled by the committee chair for consistency. The response to the rejected candidate should not go into any detail as to criteria used, and how the candidate scored. The main message to a rejected candidate who enquires should be: “Unfortunately, the search committee found that you didn’t align with who we are as a church body at this time. This is not to say that you aren’t talented in many ways.”

Select Final Candidate. Why did we finally select this person?

You’ve sifted through the candidate list, pruned out those who do not fit, and weighed the remaining candidates according to your selection criteria. It’s time now to make your final selection.

The chair should remind the committee that, once a determination is made, the committee will speak as one. Committee members must also be reminded that the proceedings have been and must remain confidential. Committee members leaving the process, and voicing protest, and naming favorite candidates that did not make it, could be disastrous.

It is critical that, as a poll is taken on each of the remaining candidates, each committee member be allowed to speak.

Background Investigation.

Background investigations have become a way of life in our world. Denominations require these. Even if this were not the case, investigating the backgrounds of final candidates is wise.

The investigation should extend to include:

- Credit Check
- DMV Check
- Sexual Predator Check
- Criminal Check
- Education Check

Oxford Documents is an organization established to do clergy investigations (see Appendix IV). They can be found at www.oxforddoc.com.

Final Report to Board/Congregation

The final report that is submitted to the Board (and possibly the congregation, to be discussed below) is an important document. It should contain a detailed introduction of the candidate and an explanation of the process that led to his/her selection.

Minister Succession (Search) Committee Report Outline

Introduction of the Minister Candidate. This would involve a several page narrative of the candidate: who s/he is, where s/he is from, education, experiences, possibly a funny antidote or two. This will give the board and congregation a “feel” for who this person is.

Context of the Succession Committee

- **Need for a Succession Committee and rationale.**
- **Selection of Chairs and committee members.**

Charter of the Committee

- **Expectations of the Board for the Search Committee**

Process of the Committee

Steps in the Process

- **Assistance from the previous search committee.**
- **Technical assists**
- **Develop a church profile.**
- **Prepare Pastor Selection Criteria**
- **Establish Application Process and Procedures**
- **Screen Candidates**
- **Select First Set of Candidates**
- **Detailed Consideration of Final Candidates**
- **Select Final Candidate. Why did we finally select this person?**

Appendices

Appendix I: Resume

Appendix II: PASTORAL CANDIDATE INTERVIEW

Appendix III: PHONE INTERVIEW SEARCH COMMITTEE QUESTIONS

This final report can be prepared in such a way that it satisfies the need of the Board to know how the candidate was selected, and serves as an introduction to the congregation to the new minister. Two separate documents can also be prepared, one for the Board, which technically describes the entire process. The other could be a brochure professionally formatted which describes the new minister, complete with pictures.

Transition to New Ministry.

Once the selection has been made, and the name turned over to the Board, the work of the search committee is technically over. However, the search committee is the ideal body to assist the new minister in making the transition to the church. This is because they have been drawn from all areas of the church's ministry, and they know the new minister most intimately following the search process.

An invitation can be extended to the new minister before s/he arrives, offering the services of the committee to assist in a number of ways (with the blessing of the Board):

- An initial orientation to the church and the surrounding area.
- Consultation with selected committee members regarding various church matters.
- Periodic meetings with the search committee to discuss issues.

Appendices

Appendix I: Letters

To Potential Search Committee Members

To Candidates

1. Introducing Church to Candidate

Date
Name
Name of Church
Street Address
City, State Zip Code

Re: Next Senior Minister for First Church, Everytown, PA

Dear Rev. _____:

I am contacting you as a representative of the Search Committee of First Church in Everytown, PA. Within the next year or two, our current Minister, John Doe, is planning to step down as the senior minister of our congregation. The Board at Pastor John's request has chartered a Search Committee to shoulder the task of finding a new minister. In that regard, we will be contacting you in the next few weeks to see if you can assist us in identifying the next Minister for First. Please email me a convenient time(s) and phone number.

We want to thank you in advance for your assistance in this endeavor. With a church family of about 1,500 active congregants, First is one of the most active churches in our region. We are a people of all ages and of diverse ethnic and national identities who find unity in following the Gospel of Jesus Christ. If you have any questions about our church, our beliefs or our congregation, please feel free to visit our website at www.Firstchurch.org.

Sincerely,

James Osterhaus josterhaus@gmail.com
Chairman, Search Committee

2. After initial phone call letter

Date

Name
Name of Church
Street Address
City, State Zip Code

Re: Phone Conversation Regarding First Church Pastor Search

Dear Rev. _____:

It was a pleasure to talk with you this week concerning our search for the next Pastor at First Church. I have enclosed a First Church profile, which was carefully prepared to help candidates learn more about First. If you are interested in being considered for the position of Pastor at First, we are requesting the following items:

- Resume
- Statement of Faith
- Sample of Work (i.e. Sermon on CD, Written Article)
- Any Other Supporting Material

We ask that these items be mailed to the address below within two weeks of receipt of this letter.

First Church
XXX Main Street
Everytown, PA
Attn: Search Committee

Please don't hesitate to call me at (Phone Number), if you have any questions about First or this process.

Sincerely,

Name
Succession Committee Member

3. Rejection Letter

Rev. John Doe
Second Church
Everytown, PA

Dear Rev. Doe,

We do hope this letter finds you well, and that your holidays were fulfilling and restful with loved ones. It was such a pleasure to reconnect with you. The committee appreciates your willingness to participate in the search process.

You made a very favorable impression on the committee, demonstrating a breadth of understanding of church life and a skill set that has already proved successful in your work and ministry. We were especially impressed by your work in your present church.

As you already know, a search committee has the awesome responsibility to prayerfully discern who among our excellent candidates best matches First Church's profile, spiritual needs and mission at this time in order to equip staff and congregants for the unique journey ahead.

For that match, we have decided to pursue other candidates for this position. As a group, we have prayed for each candidate as they participated and were vulnerable in this process, that God would reveal His purpose for you in this process.

Clearly, you have ministry gifts and experience that would be helpful to First Church. We would value the continuing openness for other opportunities to collaborate to fulfill the mission God has for the body of Christ at First Church.

We pray for the best for you in the future, as you seek to do God's will. If you would like to talk about this further, please do not hesitate to contact us.

Warmly,

Jane Smith
Chairperson
First Church Search Committee

Appendix II: Written Candidate Questions

MINISTER SEARCH COMMITTEE APPLICANT QUESTIONNAIRE

Mail the completed questionnaire to Search Committee,
First Church
XXX Main St.
Everytown, PA
USA

[Please type or print using black ink only. If you have downloaded the questionnaire, feel free to eliminate the lines and type in your responses]

NAME _____ DOB _____

Email : _____

ADDRESS _____

PHONE _____ BEST PHONE # TO USE _____

I am Single Married Divorced Widower I have ___ dependents

EDUCATION

Degrees obtained and schools attended beginning with high school:

How long have you been a member of a church? _____

Years you have been a minister _____

Churches or Missions served and locations

Please rate the following on a 1 to 5 basis, 5 being the highest and 1 the lowest, in the following specific tasks of a prospective minister.

- ___ Providing administrative leadership for the congregation's ministries.
- ___ Actively and visibly supporting the church's stewardship program.
- ___ Planning and leading worship that is sensitive to the needs of the congregation.
- ___ Focusing on the spiritual development of members.
- ___ Pastoral counseling
- ___ Developing compelling Christian education programs.
- ___ Visiting the sick, shut in, bereaved.
- ___ Planning and leading new member recruitment.

- Developing and supporting Christian education for children and youth.
- Visiting members in their homes.
- Supporting the world mission of the church.
- Participating in denominational activities.
- Holding social justice issues before members.
- Building an endowment fund.
- Renewal movements, e.g., Cursillo, Faith Alive, Marriage Encounter.

How involved should the laity, including the wardens and the vestry, be in planning and leadership of the church? Describe your management style.

Describe your approach to preaching and what you are trying to accomplish in the pulpit.

How do you deal with controversial issues in the pulpit and in ministry generally? Please give examples.

Then years from now, how would you like the church you serve to be different?

What did you see in our preliminary material that attracted you to First Church?

Do you prefer a traditional or more contemporary approach to worship for the main service on Sunday? For other services?

Describe your pastoral style.

Describe your financial philosophy regarding stewardship/pledging, savings, investing, credit card usage

How important are each of the following to you as a prospective minister? Again, rate from

1 to 5 with 5 being the highest.

- Maintain and strengthen the church worship style.
- Build financial base and stability with continued stewardship awareness.
- Address physical plant needs; create appropriate space to support all levels of Christian education.
- Social stability.
- Increased membership; attract young families.
- Invigorate, strengthen, grow Christian education programs.
- Enhance the ability to define/articulate church needs.
- Build financial base.
- Establish an endowment program.

What have you found to be the most challenging ministry area in your current church?

The most satisfying?

Why are you considering a call to a new church?

Describe a time when you had to deal with very diverse congregants.

How do you teach people to know God's will?

What gifts would you bring to the church?

What was the average Sunday attendance when you arrived at your current church? What is it now?
What was the average Sunday pledge when you arrived at your current church? What is it now?
Could you give us the story behind these numbers?

What are your strengths that you perceive? That others perceive?

What are your weaknesses that you perceive? That others perceive?

Could you give an example of your involvement with the community beyond the your local church responsibilities?

Appendix III: Candidate Interview Questions

Instructions: Please read the candidate's resume before the interview and note any information that is lacking. It would be helpful to take note of the intangibles -- sense of humor optimism/pessimism, peacefulness, self-control, patience, humility, etc.

1. EDUCATION

- Tell us about your education and training. What has been the highlights of your learning experiences? Who has been most influential in your formation?

2. MINISTRY EXPERIENCE

- What pastoral positions have you have held (size, setting, number of staff, reason for going there, reason for leaving)?
- Any non-ministry work experiences that were particularly valuable?
- What are your responsibilities in your most recent position?
- Think of a personal decision you've made in the past 10 years that was highly conflicted for you. If you wouldn't mind sharing, tell us how you went about resolving the conflict in your own mind.
- What structure of organization for the staff would you be most comfortable with? What would be your priorities for staff? How would you evaluate these folks?
- What deficits do you see in yourself that you would need to compensate for in order to move the church forward? What would those compensations look like?
- Describe your thoughts on how a church can best nurture a shared sense of mission.
- If we call you and you accept, how will we both know a year from now that this is a success?
- What would your first year of ministry look like at First Church?

3. CHALLENGES OF MINISTRY TODAY

- How familiar are you with the history of First Church? What attracts you to this church?
- What deficits do you see in yourself that you would need to compensate for in order to move the church forward? What would those compensations look like?
- If we call you and you accept, how will we both know a year from now that this is a success?

4. MINISTRY STRENGTHS AND STYLE

- If you were to isolate one aspect of your ministry that you have an intense passion for, what would it be?
- Would you describe your leadership style.

- Would you describe a ministry experience in your ministry that captures your greatest strength/ that was difficult or you disliked

5. TRANSFORMATIONAL LEADER

- What has been your approach to fashioning a vision for the ministries where you have served?
- What has been your strategy for moving an organization to greater levels of fruitfulness (i.e. from poorly functioning to healthy, etc.)
- Describe a time when you led in a wrong direction. How did you handle it?
- How have you handled negative feedback?
- Tell us about a time when you had to make a difficult decision. What was the decision? What did you do?
- Describe a ministry situation where specific goals were set. What assessment criteria were used?
- What would our church look like after five years of your ministry?
- What would be your strategy to reaching the unchurched?
- Talk about how you have empowered churchioners in the past.

6. TEAM LEADER

- Have you ever been part of a multi-staff team? If so, what was that experience like?
- What qualities would you be looking for in potential staff?
- What kind of climate does a staff need in order to excel? How would you go about shaping it?
- Describe a time when you gave a colleague negative feedback about his or her work performance.
- Describe a time when you were locked in conflict with a colleague. How did you handle the situation?
- Describe a time when you had to handle a staff member or congregant who was experiencing ministry burnout. What did you do in that situation?
- How would you handle pastoral care?
- How do you see your relationship with the Board unfolding?
- What would be your priorities in time allocation?

7. WORSHIP LEADER

- Describe a typical worship service that you plan and lead. What do you see your role being in planning and execution of worship? Describe the music and its role.
- Are you more comfortable with traditional or contemporary forms of worship? What works better today?
- Describe a time when you changed the format of worship. How did you prepare the congregation?
- Can you see a form of worship as a hindrance keeping people away from the church?

8. THEOLOGICAL

- Are you at all uncomfortable with any of the points in our denomination's Statement of Faith?
- Are there particular people (dead or alive) that have had an impact on your theological perspective?
- What has been your past practice on handling public and political issues in the church?

- What restrictions, if any, will there be on marriages you perform? Baptisms?
- Tell us about your preaching ministry: How do you select sermon topics? What is your routine in preparing sermons? How long do you preach? How often would you expect to preach? Is your preaching style expositional or topical?

9. PERSONAL MATTERS

- How do you provide for your own personal and spiritual health as a leader of a church? How do you blow off steam? Favorite movie? Book? Kind of recreation? Describe your last 2 vacations.
- Describe a time when, you have to admit, you became overwhelmed with the amount of work you had to do. What happened?
- How and to what extent is your family involved in ministry? How do you protect your family and their privacy?
- How healthy is your marriage? What will be the effect of a move here on your family?

Appendix IV: Reference Phone Interview Questions

How long have you known ____? When did you first meet him?

1. Describe his/her leadership style?
2. How much turn-over has there been in his staff? Can you explain why?
3. Do you consider him a good counselor - - with men - - with women?
4. Describe his/her approach to financial matters? Are there audits of church accounts?
5. How important is money to him/her? Do you know of any financial problems?
6. How do you think he/she would make decisions regarding hiring, purchasing, travel plans, and so forth?
7. What do you think are his/her personal gifts as being expressed today? Which of these is his greatest? Least?
8. How does he/she react when a leader, member of staff, or board member disagrees with him/her?
9. How does he/she work within the community?
10. How does he/she work with lay leaders within the church? Lay leaders on staff? Lay leaders within the community?
11. Could you describe his/her relationship with his family? Spouse? Children?
12. How does he/she delegate responsibility and authority to others?
13. How do you think he/she works with other clergy and staff. What has been his/her experience of working with a large staff or budget?
14. What do you know of his/her prayer life and daily quiet time?
15. Do you know of the impact of his/her coming to name of church both at the onset and for today?
16. How do people respond to his/her preaching style?
17. If you were a member of our committee, what do you know specifically that would cause you to encourage us to pursue his/her candidacy as Minister of First Church?
18. Is there anything you know which would prevent our pursuing his candidacy?
19. Is there anyone else we should talk to?

Appendix V: Position Description

*Minister — First Church
Everytown, PA*

Objective

To lead First Church Church as chief pastor, chief executive, and chief educator, so that churchioners may fulfill the Great Commission, “prepared to give an answer to everyone who asks . . . for the hope that [we] have,” (1 Peter 3:15) and to do “good works, which God prepared in advance for us to do.” (Eph. 2:10)

Dimensions

Number of congregants:

Total annual spending:

Spending on internal expenses:

Spending beyond the congregation:

Avg. Weekly Worship Attendance:

4 Key Sundays for Our Church:

Percentage of People Involved in Ministry:

Number of Full-time staff members:

Number of Part-time staff members:

Avg. Weekly Giving per Household:

Nature and Scope

The minister is the lead pastor and chief executive of First Church church, responsible directly to the Board and indirectly to the Denomination, in accordance with the Canons of the Church. First Church employs approximately 100 full- and part-time staff members, who serve at the pleasure of the minister. (See the attached chart with position titles and hierarchy.) The minister works with the Board and its committees on local policy matters, and, more closely, with the senior and board vice chairs. Together with the wardens, church administrator, church treasurer, and board register, he serves on the Board Executive Committee. The minister works with each area of ministry to act as a recruiter of volunteer leaders, consultant on process and content, and as needed, educator and enabler of each area of ministry in its efforts to define and carry out its tasks. S/he may exercise the right of veto on all matters relative to the spiritual welfare of the church.

The minister also represents the church to the community and the larger church, serving on boards of trustees, ministerial association, deanery, and diocesan organizations. S/he is chief liturgist of the church, conducting worship and preaching regularly.

First Church seeks to be a vital, active, Spirit-led community committed to authentic worship, life-enhancing and genuine relationships, development of disciples of Christ, gift-based ministries, generous use of resources, and effective mission wherever God calls us.

First Church is strategically located in the Everytown, PA metropolitan area. It has sought to maximize its potential to have spiritual influence well beyond its geographic setting. Known as a center for renewal and outreach, First Church has taken on an international profile that reaches around the world. It has been active in standing for orthodoxy in the denomination.

In addition to the usual theological training and educational background required of all clergy, the minister should have the background and the presence to function well in the range of local, national, and international responsibilities that have become part of the role of First Church's minister. The minister also needs well-developed management skills for managing a large church staff.

The basic challenge of the position is to advance the growth of the church in every sense: to develop and involve members in the body of Christ and the First Church community, as well as use the church's location and heritage creatively in the life of Everytown, PA.

Accountabilities

1. Lead worship, preach the Gospel, and administer the sacraments, so that the congregation is given opportunity for spiritual renewal and a vibrant relationship with Christ.
2. Provide for pastoral care of the congregants, so that individual and family joys, anxieties, and distress are met with Christian care.
3. Guide staff, lay leaders and the congregation in establishing goals to which the church can respond, so that its viability is assured.
4. Motivate lay leaders and staff to develop and implement programs, so that their performance results in the fulfillment of established goals.
5. Challenge the congregation to recognize the needs of others, so that its members respond with their time, abilities, and money within and beyond the church.
6. Provide a Christian education and discipleship program through which people of all ages will learn the content of the Faith and apply that to daily living.
7. Participate in community, deanery, and diocesan activities.
8. Maintain a pattern of life that sets a wholesome Christian example.

Competencies and Qualities

The Minister should have the following competencies and qualities:

1. **Biblically orthodox:** The minister should be biblically focused, having a solid foundation and knowledge of scripture, believing in the authority and inspiration of scripture, and affirming that scripture contains all things necessary for salvation.
2. **A strong leader:** The minister should be a strong, capable leader with well-developed managerial and administrative abilities
 - a. A quality of a strong, effective leader is the ability to relate well to many different kinds of people with love and a sense of humor.
 - b. The new minister needs to be a team builder since First Church has a large staff with close to 100 full- or part-time employees. This mandates that the minister must be an effective manager, with the skill and confidence to delegate duties and to hold staff accountable for their performance, through both encouragement and godly reproof, as needed.
3. **Pastoral:** The minister needs to be able to ensure care for the flock. To effectively pastor the church, the leader must be:
 - a. Energetic and passionate about his/her vocation in Christ, with a deep love and concern for Christ's body, the church, especially for First Church.
 - b. Especially concerned for the least and the weakest among us, whether that be the infirm in hospice or the questioning youth struggling with faith.
4. **Evangelistic:** The minister must have a strong evangelistic focus, and s/he must also have an abiding interest in outreach to the community and beyond.
5. **Effective communicator:** The new minister needs to be able to teach sound doctrine and to preach effectively from the Word. The person needs to be skilled in written, as well as oral communication.
6. **Personal faith:** The new minister must demonstrate a robust personal faith characterized by the daily study of scripture, prayer and the outward fruit of one who is Spirit-filled. This indwelling is reflected in genuine spiritual growth, i.e., developing the character of Christ, manifested in sensitively led worship, and evidenced by grace, humility, and godliness in the minister's daily.

Appendix VI: Background Investigations

To begin the process, Go to: <http://www.oxforddoc.com/>

Follow the registration process that will enroll your church for investigations. Then you will be ready for your final candidates to begin their investigations.

Below are the instructions sent to candidates so that they can register and initiate investigations.

Dear Candidate,

Before beginning—

You will probably need addresses for the past couple of years to complete the form.

Please follow these steps (read the NOTE at the bottom of these instructions before you start)—

1. Go to <https://www.oxforddoc.com/>
2. Click on the box that says: Applicants—Click here to complete online Authorization form.
3. When the new page opens, enter the number XXX in the church client number box.
4. Enter 5 your position code. See below.
5. Follow their directions.

NOTE:

Oxford Document asks that you not use the go-back option in your web browser. Evidently, this resets the program somehow, and they end up getting multiple submissions from the same person.

CATEGORIES:

Staff Positions Codes—

1. Church Secretary; Receptionists; Lamb Center Assistants; Children Ministry Staff, Nursery Workers, Admin Assistants; Preschool Staff; Worship Assistant Director, Admin Assistant, Musicians, Bell Choir Director and Dance Ministry.
2. Finance Office, Preschool Business Manager.
3. Sextons.
4. Youth Staff/Children's Ministry Director
5. Clergy—those seeking ordination, Counselors.
6. Church Administrator, Outreach Director, TIPS Director, Lamb Center Director.
7. Preschool Director, Director of Music and Arts.

Volunteer Positions Codes—

8. Volunteers 1—Volunteers who handle assets and drive.
9. Volunteers 2—Volunteers who drive, but don't handle assets.
10. Volunteers 3—Volunteers who don't drive and don't handle assets.