



Baptist Union
of Victoria

**Pastoral Search Committee
Resource Handbook**

(Updated July 2023)

Contents

Advisory Board: its role and purpose	5
Pastoral Search Process	6
Stages & Detailed Steps of the Process	8
A. Pastorate becomes vacant.....	8
B. Appoint an Interim Pastor.....	8
C. Appoint Moderator and Pastoral Search Committee	8
D. Review.....	9
E. Discernment.....	10
F. The Call.....	12
Appendix A - Options when a pastor leaves.....	14
Options for Church Reflection	14
Options for Pastoral Leadership	14
Appendix B - Interim Pastors.....	16
Definition	16
Role	16
Practical Suggestions	16
Concluding the Interim	17
Appendix B.1 - Missional Interim Ministry	18
Appendix C - Intentional Interim Ministry	19
The Stages of Intentional Interim Ministry.....	20
Appendix D – Setting up the PSC.....	21
Appendix E - Church Profile Manual	22
Introduction	22
Process Instructions	23
Appendix F – Pastor Profile Manual.....	43
Exercises for Helping Churches Clarify a Pastor Profile	43
Appendix G – Example Pastor Profiles	62
Appendix H - Some Suggested Interview Questions	64
Appendix I - Provisions for a Special Church Meeting	65
Appendix J - Arranging the Service of Induction	66

A Template for a Service of Pastoral Induction	68
Explanatory Notes Companion	70
Appendix K – 3-6 month ministry review.....	72
Suggested questions for the Pastor	72
Suggested questions for the Pastoral Search Committee	73
Appendix L - PSC Member Feedback to Advisory Board.....	74
Appendix M - Resource for Pastoral Search Committees regarding gender.....	77

Pastoral Search Advisory Group: its role and purpose

The Pastoral Search Advisory Group (previously “Advisory Board”) has as its primary function the specific responsibility of helping churches to find a new pastor when a vacancy occurs as well as working with pastors in identifying fresh possibilities for ministry in other places. The Group sees itself as a service group to pastors and churches.

The Group is made up of up to eight experienced BUV pastors, Director of Mission & Ministries and is chaired by the Head of Pastoral Leadership, Support & Development. At any given point of time the Group will be co-operating with anywhere between ten and forty churches depending on the pastoral needs being experienced. In the past, churches sought the assistance of the Group mainly for the purpose of appointing senior pastors (where there was a pastoral team) or solo pastors (where there was no team). Increasing numbers of churches are now also asking for assistance in the appointment of additional pastoral staff. With this level of demand there is a commitment to the constant improvement of resources for churches, together with ongoing changes to our modus operandi depending on the needs being communicated. The Group seeks to provide the highest level of service possible in what is certainly one of the most important decisions a church can ever make about its leadership.

The Group undertakes a number of tasks with a pastoral search committee, in particular:

- Support is offered when an impending pastoral vacancy is notified.
- A Moderator is appointed upon request to assist the church through the interim period and to give easily accessed assistance to the pastoral search committee.
- Based on the information provided by pastors about themselves, the Group liaises (via the Moderator) with pastoral search committees of churches seeking new pastoral staff.
- Assistance is given in preparing a church profile and pastoral profile.

In every respect it is an advisory role only. Each pastoral search committee arrives at its own decision and, of course, the church membership itself has the final responsibility for the issue of a call.

There is also a commensurate level of assistance offered to pastors seeking fresh opportunities for ministry. While no guarantees can be offered with respect to outcomes, every effort is made to alert churches to the availability of pastors who have indicated their desire for such a move where their gifts and experience are seen to be appropriate to the needs of a given congregation. The Group depends heavily on information provided by pastors about themselves and makes comprehensive (and confidential) use of information provided by pastors. The co-operation of pastors in the provision of a BUV pastoral profile document is crucial.

If you are a member of a pastoral search committee, be aware of the energy and enthusiasm of the Pastoral Search Advisory Group to help you seek the Lord's guidance as you consider the best way forward for the filling of the pastoral vacancy in your congregation. If you are a pastor feeling that the time may be right to be open to other possibilities in ministry, remember that the Group is there

to help you also. Hopefully, as often as is possible, the needs of both pastors and churches can be happily matched in order that the Kingdom may continue to be extended. These resources are offered to you warmly with the assurance of our thoughts and prayers.

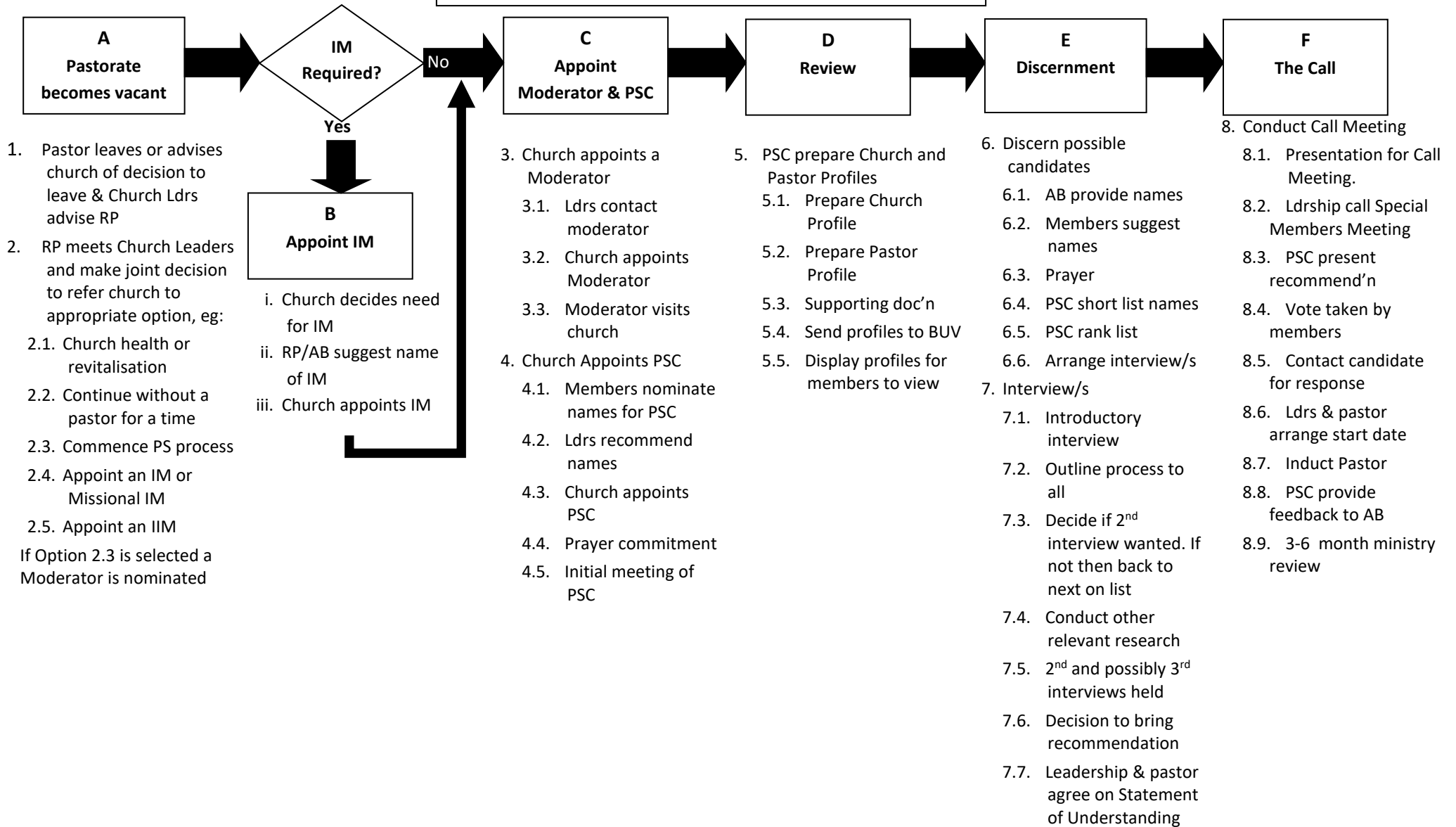
Pastoral Search Process

The diagram on the next page provides an overview of the Pastoral Search Process, with more details of each step given in the following pages. Abbreviations used in the document are as follows:

- RP Regional Pastor
- BUV Baptist Union of Victoria
- PSAG Pastoral Search Advisory Group
- IM Interim Minister (Pastor)
- IIM Intentional Interim Minister (Pastor)
- PSC Pastoral Search Committee

Please note the following process is a guide and should be adjusted as required according to the church’s governance model and systems.

Pastoral Search Process



Stages & Detailed Steps of the Process

A. Pastorate becomes vacant

1. As soon as the pastor announces his or her intention to leave, the leadership of the church should be in contact with their Regional Pastor (RP) who will arrange a time to meet with them.
2. The RP will meet with church leaders to explain how the BUV can assist in the transition process, including how they can follow the recommended Pastoral Search Process. At this time the RP and leaders will jointly determine the appropriate course of action for the church. Options for Church Reflection and Pastoral Leadership (*Refer Appendix A- 'Options when a Pastor Leaves'*) are:
 - 2.1. Review the church's missional impact and overall health and consider whether engagement with a church health consultant may be beneficial;
 - 2.2. Choose to continue without a pastor for a while;
 - 2.3. Commence a pastoral search process. In this case the BUV Advisory Board (AB) will nominate a Moderator to the church leadership. (*Go to Step 3 below*)
 - 2.4. Appoint an Interim Pastor (IM) or Missional IM (*Refer Stage B below and Appendix B*)
 - 2.5. Appoint an Intentional Interim Pastor (IIM) who will best assist the church through the immediate next stage in its life (*Refer Appendix C*)

B. Appoint an Interim Pastor

- i. The church decides if there is a need for an Interim Pastor (IM) and if so the church leadership should meet to establish the terms and conditions, including the number of days per week preferred, for the IM. (*Refer Appendix B*)
- ii. If there is a need the church approaches the BUV for suggested names of IMs
- iii. The church considers the name given by Advisory Board and appoints the person into this role for an agreed term (usually 3 months to begin).

C. Appoint Moderator and Pastoral Search Committee

3. Appoint a Moderator
 - 3.1. The Church Leadership makes contact with the suggested Moderator.
 - 3.2. It is highly desirable that the Moderator be nominated by the leaders on the recommendation of the Advisory Board for appointment by a church meeting.
 - 3.3. Soon after the appointment it is advisable for the Moderator to attend a church service to explain the Pastoral Call process and timeline expected.

The **Moderator** is appointed by the church to:

- Meet with leadership, explain the composition and process of appointment of the Pastoral Search Committee,
- Chair Pastoral Search Committee meetings,
- liaise with Advisory Board,

- liaise with possible candidates,
- Chair church meetings which relate to the call of the Pastor.

A moderator is normally a person with a thorough knowledge of churches and pastors, and who will act as a resource person for the church.

Costs incurred by the Moderator in the course of his/her duties should be borne by the church. This may take the form of an honorarium during, or at the end of the process.

4. Appoint a Pastoral Search Committee (PSC)

- 4.1. In appointing a Pastoral Search Committee (PSC) the church leadership, after speaking to the Moderator, should invite church members to suggest appropriate names. Try to make sure that the Pastoral Search group is representative of the whole church, including leadership.
- 4.2. Leadership then consider names and bring recommendations to the church.
- 4.3. The church members should then appoint persons to the PSC.

The task of the **Pastoral Search Committee** is to:

- document the needs and vision of the church,
 - determine the gifts and qualities to be sought in a pastor and bring them to the church,
 - conduct interviews,
 - communicate regularly with church leadership, other pastoral staff and the congregation, respecting confidentiality where needed.
 - bring recommendation of pastoral appointment to the church. If the search process continues for lengthy period of time (eg. 2 years) it would be wise for the PSC to confer with church leadership, revisit the Church and Pastoral Profiles, confer with AB, and consider re-composition of the PSC.
- 4.4. Each member of the PSC is encouraged to commit to daily prayer throughout the process of review and spiritual discernment right through to appointment of the next Pastor. Regular prayer by the congregation in worship services, small groups and homes will be maintained. Special focused sessions of prayer for the congregation should also be arranged.
 - 4.5. The PSC should familiarise themselves with the PSC Handbook, and have an initial meeting with the Moderator to establish working arrangements of the group.

Refer Appendix D – Setting up the PSC

D.Review

5. Prepare “Church and Pastor Profiles”

This is the essential, preparatory, valuable work of the PSC that leads to the consideration and discernment of the appropriate person for pastoral appointment for your Church. The process will inform the PSC of the current goals and ministries of the Church and clarify the future vision and direction of the Church.

5.1. Prepare the Church Profile including:

- a) Our story
- b) Our Church's ministries – past, present and future
- c) What we believe
- d) Statement of Understanding

(The BUV documents “*Guidelines for Healthy Church-Pastor Relationships (including Stipend details)*” and “*Statement of Understanding template*” available at www.buv.com.au will guide the Church. The church leaders will be responsible for formalising these details.)

- e) Our Church Life
- f) Future Ministry Priorities
- g) Our Church Vision for Ministry

Refer Appendix E – Church Profile Manual for detailed instructions of steps to follow.

5.2. Prepare the Pastor Profile showing:

- a) Personal qualities
- b) Ministry skills

*Conduct one-on-one interviews with other current associate pastors/staff to gather their thoughts on the profile content.

Refer to Appendix F – Pastor Profile Manual for full details.

5.3. Feel free to add anything further that you believe would clearly reflect your Church. The moderator will have sample copies of how other Churches have completed their “**Church and Pastor Profiles.**”

Refer Appendix G – Example Pastor Profiles

5.4. The PSC forwards the completed Church Profile and Pastor Profile and a 1 page Executive Summary to the BUV.

5.5. A copy of both Profiles should be kept in the church for members to be able to read at any time.

E. Discernment

6. Discern possible candidates (*NB. In the case where an Associate Pastor is in the church with potential or identified gifting and skill for the pastoral position being sought, it is important for the PSC to have a conversation early in the search process with that person to ascertain their interest and suitability for the role.*)

We are now ready to receive and consider appropriate names. The Pastor Profile will remind the PSC of the criteria already established and will guide in the consideration and ultimate recommendation of a name to the Church.

6.1. Advisory Board will suggest names with current resumes (as per the BUV pastor proforma document) for your consideration;

- 6.2. The PSC will invite any member of the congregation to suggest a name of an appropriate person for consideration. This needs to be done with the strictest of confidence, without reference to any other person in the Church, without contact with the person being suggested, and preferably in writing with appropriate personal and ministry information supplied.
 - 6.3. Much prayer will be needed at this time. Personal prejudices need to be swept aside. The future growth and ministry of the Church is paramount.
 - 6.4. The PSC will have compiled a list of names worthy of prayerful discernment. Following a further review of these names alongside the Pastor Profile, any names that do not sit well with the Pastor Profile will be removed. Always consider carefully the criteria listed on the Pastor Profile which specifies the qualities of the person and skills in ministry identified as being sought after.
 - 6.5. From the shorter list, the PSC will prayerfully rank these names from first to last in order of preference. The PSC needs to understand that this is their choice; the Moderator is there to guide, not to direct.
 - 6.6. Once the PSC has unanimously agreed on the first name, an interview will be arranged. The moderator will facilitate this by asking if the person concerned is willing to meet with the PSC to explore the possibility of a pastoral call. The appropriate material should be sent to the pastor to be interviewed. An interstate or overseas person can be interviewed initially via a telephone or video conference call.
7. Conduct Interview/s
- 7.1. The interview meeting is preferably held off church premises and the format needs to be clarified by the PSC with the pastor prior to the meeting so that everyone is well prepared. This meeting is again chaired by the moderator. The “inviting church” would be responsible for all costs of travel of the pastor. If required, consideration should be given to suitable overnight accommodation for the pastor, preferably at a nearby motel. After appropriate introductory remarks by the Moderator, the first part of the meeting should normally be a ‘Get to Know You’ time. The pastor should be invited to tell something of the story of their life, Christian journey, call to and experience in pastoral ministry. Then members of the PSC should introduce themselves and share with the pastor key aspects of the journey of the church that has led to the desire to call a new Senior Pastor.

If the pastor has had a significant distance to travel to the interview then it may be of value to have a short break over light refreshment before looking at exploring more detailed questions from both parties. The PSC should be prepared with significant questions that reflect the life and future of the Church.

Refer Appendix H – Suggested Interview Questions
 - 7.2. During the interview the Moderator may suggest further questions or matters for consideration by both parties. At the end of the interview the Moderator should explain the process to be followed from here on, so that all parties are aware and comfortable with the process.

- 7.3. After the pastor has left the interview meeting, the PSC needs to reflect together and determine whether they would like a second interview, without prejudice on both sides. The same applies to the pastor, with whom the Moderator should again speak to within a few days of the interview. If the pastor attended the first interview without their spouse, which is often the case, the spouse may be expressly invited to attend a second interview.
- 7.4. Conduct other relevant research. For example, if the PSC feel it would be helpful to hear the candidate preach, there are several options they could follow:
 - a) Visit the church of the candidate to hear a sermon, listening for its biblical substance and pastoral connection and to observe how the pastor relates to the people.
 - b) Listen to a sermon by means of the church web site;
 - c) Obtain, via the Moderator, a copy of a recent sermon on a CD or DVD, or
 - d) Speak to referees listed by the candidate.
- 7.5. Should a second (without prejudice) interview be desired by both parties, it should as far as is possible be conducted no more than two weeks later. Further questions or matters for discussion from both parties need to be exchanged again prior to the interview. Within reason, further interviews for the purpose of clarifying other outstanding issues may occur, to the point where the PSC has arrived at a unanimous decision to proceed with the recommendation of the pastor's name, or to bring the conversations to an end. Unanimity in the PSC is highly desirable, but it may be necessary in exceptional circumstances to proceed without this. If the PSC wishes to bring the conversations to an end with a particular pastor, the Moderator will advise the pastor of their decision. The same applies with the pastor. In either case the PSC will then return to the original list and commence interviewing the next name on the short list if they still sense it appropriate to do so. If not they may ask the Moderator to have the AB provide more names.
- 7.6. If the PSC wishes to recommend a pastor's name to the Church, the Moderator will extend this invitation to the pastor. Following the pastor's expression of willingness to be recommended, the PSC will prepare the recommendation for the Church. Some Churches empower the PSC to bring the recommendation directly to a specially called Church Meeting. Other Churches require the PSC to present the name to the leadership (Elders or Deacons or both) and with their endorsement then to proceed to the Church Meeting with the recommendation.
- 7.7. The Church leadership and pastor need to agree to the terms and conditions of the Statement of Understanding. The Moderator has an important role here in assisting with the negotiation of these terms.

F. The Call

8. Conduct a Special Members Meeting

Refer Appendix I – Provisions for Special Church Meeting

- 8.1. The PSC (and/or if applicable the Church Leadership) should prepare the documentation and material to be presented at the Special Church Meeting.
- 8.2. The leadership is asked to call a Special Church Members' Meeting under the terms of the church's constitution to receive a recommendation from the PSC.
- 8.3. The name of the pastor recommended by the PSC is presented to the Church Members with the agreed Statement of Understanding. At this meeting the PSC presents its recommendation and the meeting decides whether a call should be extended. The presentation to the Church needs to be clear, focused, not too long and with not too much detail, a written summary for distribution of the pastor-elect, their life journey, ministry experience, family. A simple powerpoint presentation can be very effective, again with not too much written detail. If possible, all members of the PSC should be involved in different areas of the recommendation.
- 8.4. Voting is to be by secret ballot, in accordance with the Model Trust Deed of the BUV.
- 8.5. Immediately following the voting, the Moderator is generally able to telephone the pastor-elect with the result of the voting and to receive the pastor-elect's response and communicate this immediately back to the Church Meeting.
 - a) Care should be taken to announce the acceptance of the call at a mutually agreed time and date in order to coincide with the minister's public resignation from his/her present pastorate.
- 8.6. The leadership is instructed to make the following arrangements with the pastor:
 - a) the date and other details regarding the commencement date and Induction Service
 - b) housing and removal arrangements
 - c) other relevant matters.
- 8.7. After acceptance by a minister of a call to the pastorate, the Moderator should continue to serve until the induction of the incoming pastor. He/she could assist in planning for the Induction service and public welcome and may well be invited to share in some way in the induction of the new minister.

Refer Appendix J – Arranging a Service of Induction
- 8.8. PSC provide feedback to the AB – *Refer Appendix L.*
- 8.9. 3-6 month Ministry Review – *Refer Appendix K.*

At some stage between 3-6 months after the new pastor has commenced, the Moderator is to conduct a review with the pastor and the church to assess how things are settling down from the perspective of both parties and report the findings back to Advisory Board (which will in turn be relayed to the Regional Pastor). AB recommends this interview date be made with the pastor and Chair of PSC or Church Secretary at the time of the pastor's appointment.

Appendix A - Options when a pastor leaves...

Options for Church Reflection

1. Review the church's missional impact and overall health and consider whether an engagement with a revitalisation review or church health consultant may be beneficial.

The church's leadership group may find value in considering questions like:

- Has the church been growing in its walk with God, its mission and its impact on its community?
- Does the church have a clear and cohesive vision and strategy for mission?
- Is there a sense of the church being actively empowered to have an impact on its community with the Good News of Jesus?
- Does the church's systems of leadership and decision-making actively prioritise and streamline effective mission?

If the leadership group answers "No" to a number of these questions, it may want to consider connecting with the BUV's "Mission Catalyst" team to explore a revitalisation review.

- Has the previous pastor concluded with a sense that his/her leadership has been affirmed and a fulfilling partnership in the Gospel has enhanced both church and pastor?
- Is there a sense of cohesion and unity in the church community?
- Is there a sense that the leadership group is united and well supported by the congregation?
- Is there a sense that the church's systems facilitate trust, empowerment and accountability for pastor, leadership and congregation?

If the leadership group answers "No" to a number of these questions, it may want to consider connecting with the BUV's "Church Health and Capacity Building" team to explore a church health consultation.

Options for Pastoral Leadership

2. Choose to continue without a pastor for a while

This option is mostly chosen when a church has capable preachers and pastors within its own community AND:

EITHER...

- It is unsure of its financial situation and wants to have a period without pastoral expenses OR
- Following a period of disappointment in or conflict with previous pastor(s), decides it will take some time before looking for another pastor OR

- Feels that it will be better served by using its resources to fund another position, e.g. an administrator or a youth worker

3. Commence a pastoral search process

This option is mostly chosen when a church is basically healthy, feels positive about the role of pastoral ministry within its life, has some sense of its vision/direction, and is confident that it can develop a clear church profile and statement of what it is seeking in a new pastor.

4. Appoint an interim pastor

This is often done in conjunction with #3, when it is apparent that the pastoral search process will extend into a “pastorless” period, and the church feels that it will be helped by someone who can “hold the fort” with capable preaching, pastoral care and support for the leaders through a time of waiting/transition.

5. Appoint a Missional Interim Pastor

As indicated above, a time of pastoral transition can provide a church with an opportunity to deepen its understanding of God’s unique call, and renew its practice of living the Gospel of Jesus in the life of the community around it. A Missional Interim Pastor can do the work of an interim pastor while also bringing additional training and expertise in helping a church rediscover its mission.

6. Appoint an intentional interim pastor

This is done when a church feels it has some work to do before embarking on its next pastoral search. It will often be done in conjunction with #1 above. An intentional interim will do all of the work an ordinary interim does but will also work with the church on a deliberate strategy of preparation for the future. It is most useful when:

- A church recognises that its ministry is adversely affected by some unresolved conflict in the present or the past;
- A church recognises that its pastors tend to leave unhappily;
- A church has had a long-term, influential pastorate and the church needs some time to clarify who it is and what its vision is;
- A church is unsure of its long-term viability and wants a hand to develop some options that enhance its ministry into the future;
- A church is engaged in a church revitalisation review process or a church health consultancy.

Appendix B - Interim Pastors

Definition

An interim pastor is one who is called for a specific time and usually for a specific purpose while the church is waiting to appoint a permanent pastor. An interim pastor may or may not be an ordained minister. He/she is expected to work under the supervision of the leadership of the church, in conjunction with the Moderator. It is not expected that the interim pastor will take initiatives pertaining to the goals and ministry of the church without the direct invitation of the church leadership.

Role

The role of the interim pastor will vary according to the specific needs of the church. The church leadership in conjunction with the Moderator will usually identify these needs for the interim period. The role may vary from, for example, preaching once or twice on a Sunday to taking total responsibility for all aspects of the life of the church on a full-time basis.

Uncertainty about the role of the interim may lead to misunderstandings that impinge on longer-term church stability and effectiveness. Therefore, these responsibilities should be set out in writing, along with financial and other arrangements, and be fully understood and approved by all parties. The approval of the church through a church meeting (in accordance with Schedule B) should be sought before an interim pastor commences.

Practical Suggestions

1. The BUV Advisory Board is aware of the availability of pastors for interim ministries and it is helpful to seek their assistance. Regional Pastors may be another resource. (There can be pitfalls in using a willing person who offers their services as an interim. Check with Advisory Board or your Regional Pastor.)
2. Sometimes there will be a person from within the congregation who will seem to be a suitable interim pastor. One word of warning: It is usually difficult for the incoming pastor to feel absolute freedom in their new role if a former pastor (even an interim) is in the congregation. Such suitable people would be better serving as an interim in another church and then returning to their own congregation.
3. An interim pastor can be called on to perform a variety of functions during his/her ministry. Tasks can vary from chairing deacons' meetings to visitation, conducting funerals, etc. An interim pastor will usually be appointed according to the particular needs of the church in the short term and this is matched with the particular gifts for ministry the interim pastor may exercise.
4. It is often found to be helpful to make interim appointments on a short-term basis, say, three months. The term can be reviewed and renewed as necessary. This gives flexibility to both the church and the interim pastor in the event of changing circumstances of either party.
5. Interim pastors are never expected to attain the criteria that the church may require for the appointment of a permanent pastor.

6. Some interim pastors are keen to obtain a full-time ministry in the church and will do interim work while they are waiting. In such cases, it is most important to make it very clear that the ministry being offered is purely an interim one with no expectation that it may easily become a permanent call.
7. If it happens that the interim pastor is be considered by the church as a possibility for the permanent pastor, he/she should be treated in exactly the same way as any other pastor being considered for the call. The clearest process is for the interim pastor to stand down for at least a month while the Pastoral Search Committee considers him/her and all other possible candidates for the position. The whole procedure of an interview without prejudice etc will take place prior to appointment. This allows the (previous) interim pastor to be considered and called on the same basis as anyone else, rather than by assuming the position by default (which can be unfair to both the candidate and the church). Being the interim pastor does not in any way mean that they may be the most likely permanent pastor. In fact, rarely is an interim even considered for the permanent position.
8. In the event of an interim pastor causing any kind of difficulty in the progress of the settlement of a permanent pastor, it would be appropriate for the church leadership to address the matter and seek help from the BUV through the Moderator.

Concluding the Interim

Interim ministries can prove to be vital to the long-term health and spirit of the church. Interim ministries may be for as long as 12 months or more, or just for two or three months, according to the specific requirements. However, it is worth noting that the longer a particular interim ministry is in place, the more the congregation gets to know that person. Perhaps, without understanding the whole situation (as it would be assumed the leadership and pastoral search committee would), there may be a push from the congregation to appoint the person permanently. In this situation, the Search Committee needs to seek God's guidance once again, in consultation with the Moderator and Advisory Board.

Appendix B.1 – Missional Interim Ministry

(a new transition process for Interim Pastorates)

Outcomes

The Missional Interim transition process is designed to do a number of different things for your church.

At the end of the process:

- You will feel more confident about who you are as a church and about your role in your local community
- You will know your local community better
- You will have broadened your horizons and experienced a range of new possibilities in ways to church and ways to pray
- You will have a clear sense of momentum, rather than merely treading water
- You will have a renewed vision about God's call to mission
- You will be clearer about the gifts needed in your next pastor, and will present as a more attractive church for a new pastor to consider.

What sort of activities will be involved?

There are 5 main components to the Missional Interim training course:

- Listening to our story
- Understanding our community
- Trying new things
- Gaining confidence
- Discerning God's will for the future.

The Missional Interim Pastor will use Sundays and mid-week meetings to explore a variety of subjects, and then there will be practical tasks for the whole congregation to engage in.

That sounds a bit scary – what if we don't like something?

Some activities will be challenging, but that's how we grow and begin to change. Some things may make some people uncomfortable, but if we really want to engage with our local community and make a difference in the lives of people around us, some of the ways we have grown comfortable with may need to change. We need to try new things in order to hear the voice of God in new ways. To help people stay with the process we ask that everyone signs a covenant that commits us all to trust in the process and try to be open to where God is leading us. It will be worth it!

Who will lead this and what will it cost us?

A specially trained Missional Interim Pastor will guide this process. They will need a minimum of 2 days/week to fulfil the process and then, depending on the size of your church, they or someone else may be needed to do a further day of pastoral care and admin work. The church would therefore need to pay someone 2-3 days/week at the recommended BUW Stipend. The Missional Interim Pastor will be in a supportive team of people engaged in similar processes, under the auspices of our BUW Mission Catalyst Team, and will draw from time to time on the specialist skills of others.

How long will this take, and will it delay our Pastoral Search?

The process takes a minimum of 6 months, but during this time the Pastoral Search Committee will be established and all the paperwork finished before the end of the process, so that there is minimal delay in beginning the process for finding a new pastor. The process is deliberately integrated with the pastoral search process so that the material gathered for the church, community and pastor profiles obtain the best possible outcomes for the church.

We have a full program of mid-week activities – will these keep going?

In order to get the maximum benefit from the course without overloading people, it is suggested that the program for home groups, prayer meetings and bible studies etc. is suspended for the 6 months. The Missional Interim Pastor will then work out an alternative program for the time, using the structures already in place. Vital outreach ministries will of course be continued, and there will be opportunities for other members of the congregation to engage with these.

Appendix C - Intentional Interim Ministry

Conventional wisdom is that the period between pastors is a “down time” for the church. Activities slow down because the pastor is not around to initiate new programs or maintain continuing ministries at the normal levels. Offerings and attendance are down because everything else is down. Perhaps the interim time is an excuse to take a vacation from Church.

A new “unconventional” wisdom has emerged. The period between pastors is seen as an opportunity. Such churches decide to use the interim time to improve their health. The churches that make that choice need a skilled interim pastor to lead them. Intentional Interim ministry is a process that has been developed in USA and adapted to Australian conditions. There are a number of Australians who are qualified. They have conducted Intentional Interim ministries in all states. The process has been found to be most useful in helping the Church to creatively work through its journey and begin a new phase of ministry. It is particularly appropriate where there have been changes in the church or community, after an unhappy departure of the previous minister, or even a lengthy pastorate.

The Stages of Intentional Interim Ministry

The Ending

Three attitudes are present in the congregation when a pastor leaves. The first is love. Those who feel close to the pastor are devastated that he/she is leaving. They are in grief and may have the feeling that no pastor can ever be as good as the departing one. These people have a low energy level and they feel threatened by the pastoral change.

The second attitude is found among those who believed that it was time for the pastor to move on. They are rejoicing and this is a source of energy for them. They are ready to serve the church and move it forward. They don't understand the feelings of grief that others may be expressing.

Thirdly, there is confusion. These people do not understand why the pastor is leaving and may not even know he/she has gone. They represent a fair number of people in any church; they are confused because they do not know what is happening.

Intentional interim ministry involves helping people to share their feelings, hopes and fears so that they can come together with a spirit of excitement about the future with a new pastor.

In the Middle

The arrival of an Intentional Interim Pastor provides a calming, experienced presence. While ensuring that the church continues to function, he/she guides it in the formation of a group of representative people from the congregation known as a Transition Team. With the Intentional Interim pastor as their facilitator, they undertake a self-study of the church consisting of five areas:

1. Coming to terms with the church's recent and distant history
2. Leadership and decision making processes
3. New identity – mission, vision

4. Denominational links

5. Commitment to the new direction and leadership

The intentional process provides people with the opportunity to be informed of how the Church has and ought to operate and to be involved in establishing a new direction for the future.

The pastoral search may be included within area 5 above, or it may be delegated to a separately appointed Pastoral Search Committee and Moderator. Because the information that the Transition Team develops will impact on the call, it is wise that the actual pastoral search does not commence until the self-study has concluded. The Advisory Board has prepared some valuable material to assist the church's discussion with any prospective new pastor.

New Beginnings

Call: Whether pursuing the Intentional Interim concept or the regular approach of the Pastoral Search Committee, the outcome is the church's decision to accept the recommendation and call a new pastor.

If the beginning goes well, the church will soon forget all about the interim time. The days in the wilderness fade and joy spreads. On the other hand, if the opposite is the case, then the pastor and the church will soon be embroiled in conflict. Problems early in the pastor's time will be likely to shorten his/her ministry. Usually, the problems of the beginnings are linked to issues not resolved in the endings or the middle times. The real value of intentional interim ministry is in addressing such issues. It can make all the difference for the future of the church.

Conclusion

Intentional Interim Ministry cannot be rushed; it takes time. The vacuum left after the departure of a pastor often inclines churches to be in a hurry to fill the vacancy. Intentional Interim Ministry works on the premise that it is more important to get the next appointment right for the long term than to abdicate to short-term fears. Issues left unaddressed invariably resurface. IIM helps to put the church in a healthy position to make the most appropriate appointment.

Appendix D – Setting up the PSC

You have been asked by your church to serve on a Pastoral Search Committee (PSC). The first thing to do is consider whether you will be able to commit the time and energy to this sometimes lengthy process. Full attendance at all PSC meetings is highly desirable. As a committee you will be spending many hours together working on various tasks. Take time at the beginning of your working together to talk about how you want to operate as a group. It will make your work easier and more rewarding.

1. Where is the most convenient place for your meetings? (church or homes)
2. What are your rules regarding:
 - a. punctuality (starting and finishing times of your meetings),
 - b. confidentiality,
 - c. who will liaise with the Moderator between meetings, etc.?
3. Agree to always have personal assignments completed on time.
4. How will you keep the church members and church leadership informed of your progress and who will be the spokesperson on behalf of the committee?
5. Become acquainted with the material in this handbook. Make sure you appreciate how each of the eight forms in the Church Profile Manual (*Appendix E*) contribute to the whole. Your Moderator will be able to assist you.

The committee's goal is to present a pastoral candidate to the congregation. In order to achieve this objective, it is important that each member of the PSC becomes well informed regarding your church's past and present life and ministry, and its hopes for the future. The material in this handbook has been prepared to aid you in this vital process.

It is vital that each member of the PSC is committed to operating as a team, therefore there is a need for listening, flexibility, humility and communal trust. The following disciplines are helpful for PSC members to keep in mind when it comes to communal decision making:

- I see it differently but respect the integrity of the group processes and will vote with you.
- I see it differently and cannot vote with you but will not stand in the way.
- I see it differently and must vote against you but will not publicly oppose you.

Leadership change is an important turning point for your church. The time of transition may feel to you and many in your church fellowship, like a "wilderness experience". Old and familiar patterns have changed or have been left behind and new ones have yet to be found. Questions arise and answers are sought. For most churches it is a time to let go and discover new beginnings, for others it is a time to grieve and to heal.

Appendix E - Church Profile Manual

Introduction

The following materials will lead you through a process by which you will discover who you are as a church, tell your story, share your beliefs, describe your present ministry, and define your vision of ministry for the days ahead. The responses to the assignments in this manual will also be valuable to the committee when you then come to prepare a “Church Profile” and a “Pastor Profile”.

Don't rush, participate fully and seek God's help continually. Encourage your church members to pray for you regularly, that God in His good time will clearly reveal the name of your new pastor to you and to your church.

Remember, your completed responses need to reflect your church as clearly as possible. Your task is to give an accurate and honest picture. Finally, the vision for ministry that will be portrayed as you work through this handbook is God's revelation to **you**. May God bless you in this endeavour.

Outline of Forms to be completed.

1. Who We Are

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 whomever you interview will have a way of considering your characteristics, stories, beliefs, strengths, vision and expectations of each other. This section, when completed, will contain pertinent information for the writing of your Church Profile. Use resources such as Annual Reports, NCLS Survey results, membership roles, etc. Some of the information need only be an approximate number.

2. Our Story

The story of your church is important. It is a story of faith, struggles and relationships. Your story will help you and others see your past, understand your present situation and anticipate your future vision for ministry.

If you have a church historian or a church history, consult them. Talk to old-timers in the church. Others can be called upon to help fill out this section.

3. The Church's Ministries – Past, Present, Future

It is important to have a clear picture of the church's ministries as a prospective pastor will want to know the nature of those ministries.

4. What We Believe

Knowing what you believe is important for dialogue with a potential pastor because all churches and pastors do not share exactly the same beliefs. Here is an opportunity to discover what your church believes.

You may use interviews with a wide age span of the congregation, including children, to gather what members believe. You might ask some of the youth or childrens programs, small groups or other ongoing groups to spend a session or more giving their ideas about the categories.

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 questions you will want to ask the potential candidate when dialoguing regarding the deepest values and convictions of pastor and people.

5. Salary, Benefits and Ministry Related Expense Reimbursement

Your Church Administrator should have a copy of the BUV's documents "*Guidelines for Healthy Church-Pastor Relationships (including Stipend details)*" available at www.buv.com.au. It is usual for the PSC to request the Church Leadership to supply the information required in this section. The Church Leadership may decide that it is necessary for the church members to approve these details.

6. Our Church Life

This section will aid you in describing various aspects of your church's life, from the worship, decision making styles, to the gifts (skills and talents) people have which will assist the church in realising its vision for ministry. The PSC could invite the Church Administrator or a member of the congregation to complete this form.

7. Future Ministry Priorities

After completing Activity 1, 'Future Ministry Priorities' this form will provide an indication of the order of importance the church feels led by God to place upon its various ministries and activities, both existing and to be developed.

8. Our Church Vision for Ministry

This form is to provide the current statement of Vision for Ministry used by the Church, if one exists.

Process Instructions

The instructions for how to use the "Church Reflection" material are organised according to six (6) steps. The time required for each step may vary. One step may take a whole 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 #1-6 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 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.

It is important that the Moderator be present at all PSC meetings unless otherwise agreed to by both the Moderator and the committee.

Step 1

Complete Forms 1 – 6, assigning one PSC member to prepare each form, with help from others as required.

Some PSC’s have found it helpful to use a Search Committee Assignment Log similar to the one below.

SEARCH COMMITTEE ASSIGNMENT LOG

Form	Assigned to	Deadline	Completed by
1			
2			
3			
4			
5			
6			

Step 2

Receive the reports on Forms 1 to 6, discuss it as a PSC and prepare summary sheets. Much of this information can be used in writing the “Church Profile” to be sent to Advisory Board and to persons to be interviewed.

Step 3

Arrange and conduct a Church Conference/Workshop to work through **Activity 1 – ‘Future Ministry Priorities’**. *(Note that Actions 8 – 12 in this Activity may be carried out by the PSC separately and then reported back to the Church.)* At the conclusion of this step, Form #7 may be prepared by the PSC.

Step 4

The PSC should finally prepare Form # 8, showing the current statement of Vision for Ministry of the Church, if such a statement exists. If there is no existing statement the PSC may want to prepare a draft Vision Statement based upon the outcomes of Activity 1 in Step 3 above.

Step 5

Using all the information gathered, compile the Church Profile.

Step 6

To be done after both the Church Profile and the Pastor Profile have each been completed.

Prepare a **one (1) page combined Executive Summary of the Church and Pastor Profiles** as well as a **powerpoint slide** (template provided by AB) and make arrangements through your Moderator to have copies of your Church Profile, your Pastor Profile, the Executive Summary and powerpoint slide to be sent to Advisory Board via email, requesting receipt of names of possible pastors. Place a copy of the Church and Pastor Profiles on display at the church and encourage the congregation to become familiar with the contents and to prayerfully consider recommending to the PSC names of potential pastors who could meet the Pastor Profile.

FORM # 1 - Who We Are

1. Give a brief description of your church & surrounding community information

2. Indicate which of the following best describe/s your community:

- Urban
- Rural
- Regional

3. For each of the following categories, indicate the approximate number of persons who live the stated distance from the church:

A		Within 1 km
B		Within 1-2 kms
C		Within 2-5 kms
D		Beyond 5 kms

4. How would you describe your church? (eg Newly formed, Old established, Restarted, etc.)

5. For the following denominational events indicate the approximate number of persons who participate from your church:

A		The twice-yearly Gatherings of the BUV
B		BUV Boards and Committees
C		Training events sponsored by the BUV
D		BUV Delegates Dinners
E		Other

6. List any co-operative programs your church has with other churches (neighbouring Baptist churches or local churches of other denominations).

7. Indicate the **approximate** number of persons in each category in the church.

	Age Category	Male	Female	Total
A.	0-5 (Preschool)			
B.	6-12 (Primary School)			
C.	13-18 (Secondary School)			
D.	19-25			
E.	26-40			
F.	41-50			
G.	51-60			
H.	61-70			
I.	71-80			
J.	81-			
	Column Totals			

8. Indicate the **approximate** number of persons born of:

A		Anglo origin
B		Asian origin
C		African origin
D		European origin
E		Other

9. Indicate the **approximate** number of persons who are:

A		Employed full time
B		Employed part time
C		Homemaker full time
D		Retired
E		Student
F		Unemployed
G		Engaged in shift work at weekends

10. Indicate which of the following describe/s your leadership structure:

A		A leadership group or Diaconate with sub-committees or task groups;
B		A Church Council;
C		Elders as well as Deacons;
D		Other

11. If you have Associate Pastors, Administrator, etc. on staff, please provide the following information:

Name	Areas of Responsibility	Hours per week	Voluntary/Paid

12. How often do you have Church Members Meetings?

13. Indicate the churches' current financial status:

A	Current weekly budget of the church is:	\$
B	Average total weekly offering over the past quarter:	\$
C	Current annual missionary giving:	\$
D	Current property (or other) debt:	\$
E	Annual cost of servicing the debt:	\$
G	Funds the church have invested (indicate type):	\$
H	Any other income:	\$

FORM #2 – Our Story

In what year was the church established?

What was the initial membership?

What led the people to establish your church?

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

How long have the present pastors and/or staff worked with your church? What effect has this had on your church's life?

List the Senior Pastors who served over the past 25 years and the highlights of their respective ministries:

As a Victorian Baptist church, how do you communicate your heritage and involve others in it?

If your church has participated in a National Church Life Survey (NCLS) in recent years, please include a summary of the Results here.

There usually 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. (eg Building burned, Natural disaster in community, Building program, Church split/s, Relocation of facilities, Mission projects, etc.)

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

FORM #3 – The Church Ministries – Past, Present and Future

What recent (during the past 5 years) church ministries which were part of your church programs, are no longer offered?

Why did they cease?

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

What are some of the individual gifts evident in your church community that are not being used?

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

What are potential areas of growth for this church?

Form #4 – What we Believe

It is important for the search committee to prepare for a productive dialogue with potential ministers 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 ministers.

Because Baptists are not a "creedal" people, there is no agreed upon summary of doctrines and practices that govern our lives together. None the less, each congregation and each potential minister hold to such convictions which need to be explored to determine the compatibility between the two possible partners.

Given the importance of discussing issues of belief and practice with a prospective pastor, what convictions are held by the members of your church on the following?

God
Jesus Christ
Holy Spirit
The Bible and its use
Baptism
The basis for welcoming people into the church membership
Lord's Supper
The human condition
The purpose, place and mission of the church in today's society
The role of the congregation

The role of the minister

Your commitment to support
of the Union of Baptist
Churches in Victoria

Your relationship to other
church denominations

The place and importance of
prayer

FORM #5 – BUV Recommended Pastors’ Salaries and Benefits

Refer to the BUV document “Guidelines for Healthy Church-Pastor Relationships (including Stipend details)” available at www.buv.com.au. It is important that the Church Leadership provide this information to the PSC.

After studying the recommendations of The Baptist Union of Victoria (“BUV”) and the details provided by the Church Leadership, the PSC should become familiar with the salary package being offered.

Is the church offering the new pastor:

A.	The BUV recommendations as outlined?
B.	A percentage above the BUV recommended salary? If so, what percentage?
C.	A package specially tailored for the position?
D.	Time fraction: e.g. Full-time, Part-time? (If Part-time please specify time fraction)

What provision will be offered regarding:

A.	Accommodation for the pastor’s family?
B.	Leave arrangements? (Pastor’s day off each week, annual leave, time off for study and attending seminars, public holidays, etc?)
C.	Review of the church’s ministry?
D.	Benefits or reimbursement of pastoral expenses?
E.	Other?

FORM #6 – Our Church Life

It is necessary that every PSC member is aware of the present life and ministry of the church. Not only will this help in preparing the PROFILE documents, but it will also be of real value when interviewing a prospective pastor.

WORSHIP is the major focus of life together in the church; it gathers the people of God together regularly. Circle **yes** or **no** to help describe your experience.

CONGREGATIONAL INVOLVEMENT IN LEADING WORSHIP

Do members of the congregation, apart from the Pastoral Team, participate in leading all aspects of corporate worship? Briefly describe their involvement.

MUSIC

What style of worship music is usually used in your church?

What musical instruments are typically used?

When you sing together do you use:

- Traditional hymns
- Modern hymns
- Contemporary songs
- A mixture?

MINISTER

What roles in Corporate Worship do you like the Pastor to perform?

SPECIAL NEEDS

Does your church provide any special needs material or equipment? (eg. wheelchair access, cry room, hearing receivers for hearing impaired etc.)

CHRISTIAN EDUCATION

Where, and how, does Christian teaching occur? (eg Worship services, preaching, Sunday School, Home Groups, Alpha courses, etc.)

LIST YOUR RECREATION AND FELLOWSHIP ACTIVITIES

(eg Camps, Craft, Sports, etc.)

LIST YOUR COMMUNITY AND OUTREACH MINISTRIES

(eg. Playgroups, After School Programs, Counselling Centre, Men's Shed, Mainly Music, Kid's Hope, etc.)

SOCIAL JUSTICE ISSUES

In what areas has your church discussed/agreed upon and made known its position on contemporary community issues, such as Aboriginal reconciliation, gambling, homosexuality and the ministry, any local or wider community issues, other community issues, etc.

SUPPORT FOR DENOMINATIONAL AND INTERDENOMINATIONAL MATTERS?

What denominational and interdenominational matters does your church participate in giving to? (eg Global Interaction, Baptist World Aid Australia (BWAA), Australian Baptist Crossover appeal, etc.)

Which publications does your church distribute and how? (eg BUV email updates, Witness on-line, etc.):

DECISION MAKING and INFORMATION SHARING STYLE

Indicate any items that apply to your **DECISION MAKING STYLE**

Decisions are made and plans processed

A	By delegation of decision making to particular boards/committees
B	By discussion until consensus is achieved
C	By majority rule upon formal vote at church members meetings
D	By other staff persons
E	By significant leader(s)
F	By the deacons
G	By the informal network
H	By the pastor/pastoral team
I	By the elders
j	Other

Information is communicated via:

A	As part of Sunday worship services
B	Through bulletin board notices or posters
C	Through weekly Sunday bulletin
D	Through occasional newsletter
E	To the wider community through news media
F	Email, Website, Social Media
f	Other

How effective is your website in communicating to people outside your church?

BUILDING

Our building:

A		Has adequate accommodation for all church based activities
B		Has adequate parking & external lighting
C		Has adequate signage so that people can easily find their way around (eg Toilets, church office, reception, etc.)
D		Has adequate storage space
E		Has space for social events
F		Is accessible to persons of all ages and physical condition
G		Is comfortable, well lit, heated, air conditioned, etc
H		Is conveniently located with adequate signs to identify it
I		Is free of disruptive noise
J		Is mortgage free
K		Is accessible during the weekdays
L		Is open to use by other organisations
M		Other

Tick the items which apply to your church **BUILDING**

Activity 1: Future Ministry Priorities

Aim: An exercise to help the congregation identify its strengths and weaknesses and discern where God may be leading them to direct their future energy for the sake of His kingdom.

Time needed: 60-90mins.

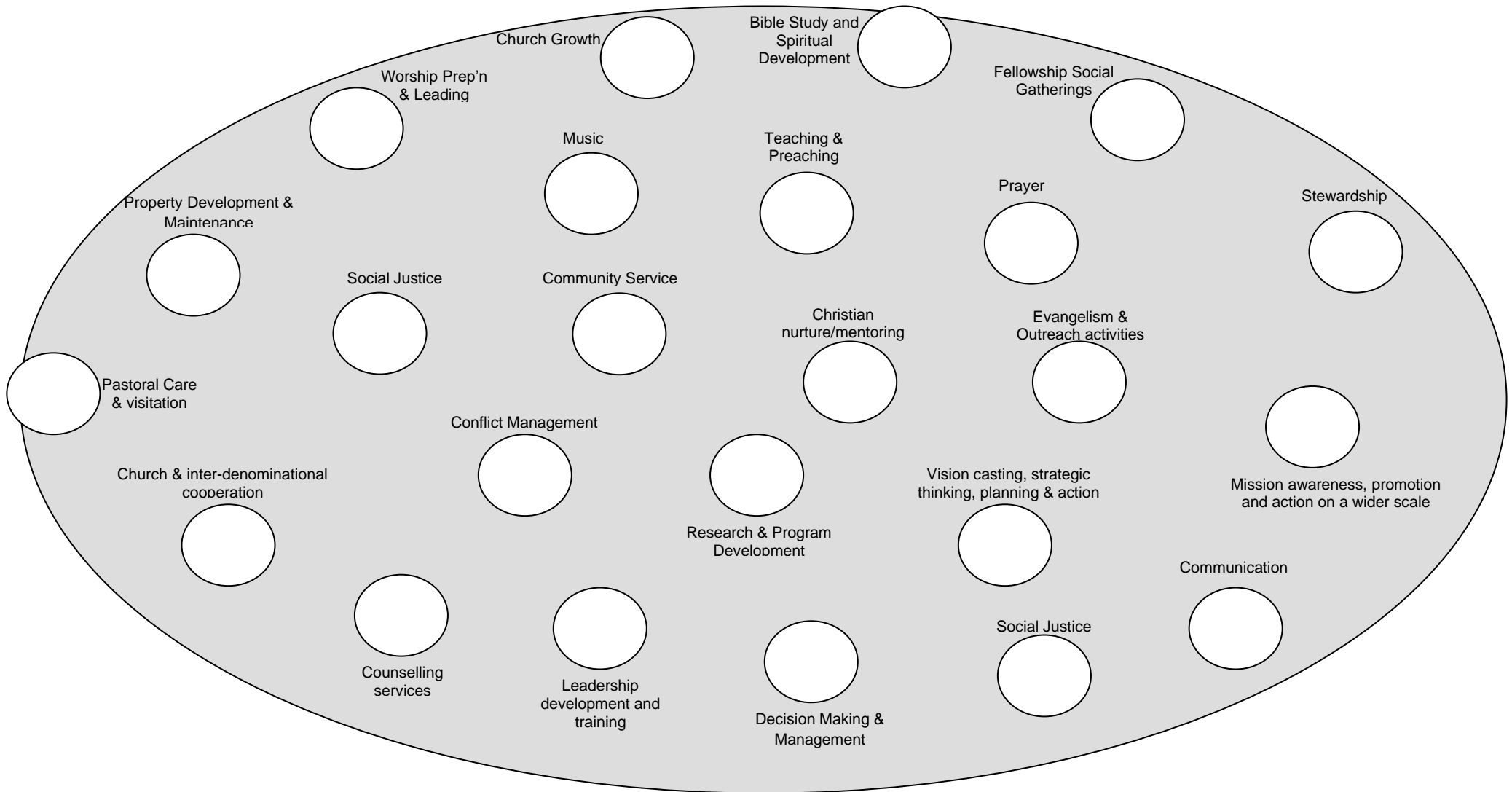
You will need:

1. Enough rolls of sticky dots for every 5 people likely to attend the meeting.
2. Copies (A3 size) of the sheet (attached) for each group, with your own amendments as necessary.
3. A large copy (A2 size) of the sheet with each category listed, and room to add peoples' scores, and make a total at the end:
4. Some textas and pens.

Process:

Time	No.	Action
5 min	1	Get into groups of 5-6, by numbering people around 1 to n, depending on how many people in the gathering. This is to try to get as good a spread of ages, genders and interests in each group as possible. Ensure if possible that each group has a member of the PSC in it. Hand out the sticky dots, sheet and a pen.
15 min	2	Explain their task is to divide the sticky dots between the different categories (shown as bubbles) in proportion to the 'energy' that goes into each one by the church. <i>You will need to explain that 'energy' means the time, effort and commitment that the different activities demand or elicit. It is not about how much of our budget they consume; rather about the energy people put into them.</i>
10 min	3	People can circulate around the other groups and get others to explain their dot piles.
5 min	4	Opportunity is given to go back to the original group and make any amendments in the light of others views, but no one is under any pressure to change
5 min	5	Ask people to convert their dot piles into numbers and write these on the bubbles
10 min	6	Transfer each groups scores onto the large A2 sheet to get total score for each bubble of Activity
10 min	7	Whilst facilitator adds scores - Individual reflection and meditation on Scripture <ul style="list-style-type: none"> • Ps 40:5; Ps 139:17; Isaiah 55:8-9; Jer. 29:11
10 min	8 *	Reflect on the combined totals. <ul style="list-style-type: none"> • What has God been saying to you? • What is taking up most energy? • What do you feel about the areas where little seems to be happening?
10 min	9 *	Now, in the light of this exercise (remaining in groups), discuss: Do you want a pastor / leader who will: <ol style="list-style-type: none"> 1. Help you gain strength in the areas where you are currently weaker? 2. Assist you to do what you already do well better? 3. Take you in a new direction entirely?
10 min	10*	Still remaining in groups and using the full Ministry Priorities list, rank in order of importance, the Ministries you'd like to see given future emphasis within the church.
10 min	11*	In plenary presentation have each group very briefly share their top one or two rankings and what God has been saying to them through this exercise.
	12*	Gather all the table group responses for the PSC to take away, collate and summarise and use to enable them to prepare Form #7, 'Future Ministry Priorities' .

* Shaded actions may be performed separately by the PSC and reported back to the church.



Decide where the energy in your church goes. NB. Add or change terms shown, plus definitions on next page, to suit your church..

Working definitions of terms used to describe different categories of ministries/activities

Please note that this is not an exhaustive list and feel free to add any ministry items that you believe are important or relevant to your Church. Update the 'Bubble' diagram to match.

Bible Study & Spiritual Development	Provide opportunities for individuals or groups to understand and enhance the spiritual dimensions of their personal lives.
Christian Nurture/Mentoring	Motivate and support persons in discovering and using their gifts for ministry in their daily lives.
Church & Inter-denominational co-operation	Co-operate with churches/leaders from Baptist and other denominations.
Church Growth	Enlarge membership and/or the vision and ministry of the church.
Communication	Keep people informed of what's happening at the church.
Community Service	Identify and evaluate the needs of the community and work to meet those needs through individual and/or corporate action. Work with other language, ethnic or cultural groups.
Conflict Management	Resolve conflict situations with persons and groups for the sake of the church's ministry.
Counselling services	Provide opportunities for groups/individuals to enter a healing relationship.
Decision Making and Management	Prepare financial budget and management of resources, etc. Develop and implement the goals and objectives of the church.
Evangelism & outreach activities	Seek to lead persons to make decisions for Christ through intentional ministry activities
Fellowship Social gatherings	Providing Social activities, Lifegroups, camping, hospitality, etc to create an atmosphere in which persons feel accepted, cared for and included in the group.
Leadership Development and Training	Seek to recognise and call forth the potential of persons as leaders, providing opportunities for their training and growth.
Mission Awareness, Promotion & and action on a wider scale	Church Planting, partnering and promotion of Christian witness at home and abroad.
Music	Maintain an instrumental program of the church.

Pastoral Care and Visitation	Provide by word and presence an empathetic understanding of and concern for persons in routine and joys as well as the crises and transitions of life, giving assistance where appropriate and feasible.
Property Development & Maintenance	Provide a structured schedule of ongoing Church Property development and maintenance.
Research & Program Development	Design/implement studies that will produce reliable information for Christ's ministry and design, encourage and help to implement organisational, social, educational, religious and/or recreational programs of ministry.
Social Justice	Provide a program of activities and support of Social Justice issues (eg Baptist World Aid, Micah Challenge, etc)
Stewardship	Enable persons to develop and use individual and corporate resources: personal gifts, skills and finances to the glory of God.
Teaching & preaching	Provide a teaching ministry based on theological, education and historical foundations & communicate a comprehensive understanding of the Bible and Christian theology in terms relevant to persons' lives. 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.
Vision Casting, Strategic Thinking, Planning, Action	Discussing and implementing a church vision with the leadership group in areas such as ministry development, leadership training, succession planning, accountability, reviewing ministry and leadership
Worship Preparation and leading	Participate actively in worship, offering feedback and suggestions for greater participation and effectiveness in the expression of praise, thanksgiving and devotion to God.

FORM #7 – Future Ministry Priorities

From Action 12 of Activity 1, use the following Form to rank, in order of importance, the Ministries you'd like to see given future emphasis within the church.

Please rank them in order of importance

1 st	
2 nd	
3 rd	
4 th	
5 th	
6 th	
7 th	
8 th	

FORM #8 – Our Vision for Ministry

Provide a copy of the current existing Statement of Vision for the Church. If no such Vision exists the guide given below may be used to prepare a Statement.

1. Current ministries of the church we want to maintain...

2. New directions of ministry which we want to consider.
 - In our Church

 - In our Community

3. How we would like our pastor to help us implement our vision.

From this we can now move on to look in more detail at the qualities desired in a new leader

Appendix F – Pastor Profile Manual

Exercises for Helping Churches Clarify a Pastor Profile

How the Exercises Work

When churches begin the process of looking for a pastor, many unrealistic expectations can creep in. Sometimes people can draw up a wish list of qualities and skills that only an angel with an MBA could hope to begin to fulfill!

Often the main sources of conflict in church life come from unclear roles and unarticulated or unrealistic expectations.

These exercises are designed to enable your pastoral search group and the whole congregation to begin a more realistic and focussed approach to the development of a pastor profile for a prospective pastor/minister.

Activity 2 - ‘Attributes needed in a Pastor’ is best worked on by the PSC only, but can also be done by the whole congregation and begins the process of thinking about the sort of person we need as our leader. If to be done by the whole congregation it needs to be held on a separate day and time after Activity 1 which was conducted as part of the Church Profile.

Activity 3 is a more detailed exploration of the skills we are looking for. It helps to recognise that a person cannot be a specialist in every area, and they will need to be freed from some areas if they are to work in others. The exercise also helps us to be clearer about what exactly we all mean by certain areas of expertise like “pastoral” or “good communicator”.

This activity is of particular value to your Pastoral Search Committee as they begin drawing up the pastoral profile. However it could also be usefully done in a home group context, and the findings fed back to the Pastoral Search Committee.

Activity 4 is dependent upon knowing the consensus from Activity 3 about the two key areas of competency. It is a helpful reality check for the Pastoral Search Committee – clarifying whether what we are asking for is actually achievable. It is also of enormous educational value for the whole congregation in a time of pastoral vacancy.

- ❖ If done as an exercise by the church congregation, you will need to make sure that someone is appointed scribe/gatherer of information for each activity, so that everything is fed back to the Pastoral Search Committee.

Once all Activities are completed their results may all be compiled to prepare the Pastor Profile.

Activity 2: Attributes needed in a Pastor

Aim:

To begin to decide on some key attributes or qualities needed in a prospective pastor in the light of Activity 1.

Time required: 60-90mins including a coffee break.

If worked on by the Church as a whole, you will need:

1. The PSC to look through the labels on the following pages and, as required, modify to suit your Church.
2. To copy the label template onto enough sets of labels for each group you will have working on the process (5-6 people per group).
3. To cut the labels up and put the individual attributes into envelopes for each group.
4. Five large sheets of paper, each with one of the following headings:
 - ESSENTIAL
 - DESIRABLE
 - NEUTRAL
 - UNHELPFUL
 - DEFINITE 'NO – NO'
5. To display the sheets on the wall with Blutak or similar, where they can be easily reached by people.

Process:

Time	No.	Action
5 min	1	If done as a Church congregation, get into groups of 5-6, by numbering people around 1 to n, depending on how many people in the gathering. Otherwise the PSC follow steps 2 -5 below. Hand out envelopes of labels.
15 min	2	Ask the group to work together and put the attributes expressed by each label into one of these 5 classifications on their large sheet of paper (point to the sheets on the wall). <ul style="list-style-type: none">1. ESSENTIAL2. DESIRABLE3. NEUTRAL4. UNHELPFUL5. DEFINITE 'NO – NO'
10 min	3	Each group to stick their labels under each of the classifications on the wall. One classification to a sheet.
15 min	4	Have a cup of coffee while a few people work out the results of this exercise. i.e. Key areas of agreement particularly in the Essential & Desirable categories, and any obvious disagreements that need exploring and talking through
15 mi	5	Reflect together about what they are saying, and draw up an agreed list of essential / desirable attributes for the Pastoral Search Committee

If this Activity is to be done by the PSC only, then simply Number 1 – 5 the listed Classifications, and ask PSC members to individually number each of the labels according to their view of each. Then prepare a consensus list of Essential & Desirable Attributes, plus Definite No – No's.

Extrovert	Confrontational	Speaks in Tongues
Musical	Competent Preacher/Teacher – effective communicator	Equipper Of People
Consultative and open to receiving advice	Had experience in the Workforce	Good listener
Hard Worker	Reflective	Delegator
Youthful (25-45)	Sense of Call	Understands and can deal with dynamics of conflict
Ecumenical	Team person	Copes well with stress
Married	Prayerful	Sense of humour
Evangelistic	Self-aware	Has a heart for the local community

Well organised	Has had significant experience in Pastoral Ministry	Devoted to the Bible
Charismatic	Able to keep confidences	Ordained by a Baptist Union
Growing relationship with God	Honest	Relates warmly to people both inside & outside the Church
Woman	Self Starter	Theologically conservative
Ability to deal with and accept criticism	Pastoral Heart	Visionary and strategic thinker
Team player	'Progressive' Theological	Family orientated
Social drinker	Divorced or Separated	Perfectionist
Missionary minded	Committed to Baptist Union of Vic	Strong social conscience

Activity 3: Discerning the Specific Skill Areas Needed

Aim:

To develop a more detailed profile of the key skills required by a prospective pastor, and to help clarify our expectations of the role.

At various times churches need a pastor to have a particular area of developed proficiency. This card game is a process for assisting Pastoral Search Committees to identify what specialised competencies are most important in a pastoral leader for the next phase of its ministry. It could be adapted to use with the whole church if this seems helpful.

Time Needed: 90 mins

Assumption

That there are certain skills we would expect anyone commending themselves for pastoral ministry to have to some extent. This would include some proficiency in (or capacity to quickly hone the skills of):

- Engaging people in pastoral conversation;
- Preparing and delivering a sermon;
- Leading people in public worship and prayer;
- Leading discussion/study groups;
- Ministering through baptism, communion, funerals and weddings;
- Chairing / facilitating a meeting.

This assumption allows us to focus this game upon areas of developed proficiency, not the usual stuff of pastoral ministry.

You will need:

NB. You will need meet somewhere with photocopying facilities, and have scissors or a guillotine available

Phase 1

- 10 cards for each member of the group.
- Photocopy the first skill set 'A' – 'J' (page 48) and cut & paste each one onto a separate card.

Phase 2

- Photocopy enough copies of the pages of specific skills for the two relevant skill sets (pages 49 - 58) for there to be one set for every member of the group.

(Alternatively, if without a photocopier, simply copy all sheets of skill sets for each member of the group beforehand, and people can select the relevant two and mark their preferences on the sheet. Pens will be needed.)

Playing the game – Phase 1

1. Each member of the pastoral search group is given 10 cards. They are:
 - A. A pastor who can help a church to change.
 - B. A pastor who can nurture a church's spirituality & help a church to connect more deeply with God.
 - C. A pastor who can help a church to become a community in which people feel valued and cared for.
 - D. A pastor who can help a church organisation to function smoothly with good levels of communication and efficient processes.
 - E. A pastor who can communicate God's message in a way that draws a response.
 - F. A pastor with an ability to help a church to embrace within its life a diversity of cultures (e.g. nationalities, ages, theological preferences).
 - G. A pastor who can help a church to develop its ministry to a particular target group (e.g. youth, children, seniors, people on the fringes of the church).
 - H. A pastor who can cultivate an environment in which people of different life experience can grow in their faith.
 - I. A pastor who can lead a church into missional engagement with its community.

- J. A pastor with an ability to identify, develop and support leadership - both current and potential.
2. Each person is asked to eliminate the cards that are least relevant to the church's situation.
3. Each person then selects the card that they think reflects the competency in ministry that the church most needs its pastor to have. They then discuss what they have chosen with the whole group, and why.
4. Each person then selects their second preference, and discusses their reasons for this choice.
5. They then pray / negotiate / reflect together to determine a group consensus of the **two** most important areas of competency for this pastoral appointment. Once they have selected two, they must repeat the process and come up with their consensus first preference.

Playing the game – Phase 2

1. Once the first preference is established, a secondary round begins which assists in further clarifying the first preference.

For example, if the group has identified as its first preference the card:

C A pastor who can help a church to become a community in which people feel valued and cared for.

They are then presented with a second group of strips as follows:

1. A pastor who is a frequent and gifted visitor.
2. A pastor who is able to develop a culture and systems of mutual care within the congregation.
3. A pastor who is a gifted counsellor.
4. A pastor who is able to nurture people through life transitions.
5. A pastor who is able to help a church become an accepting and welcoming congregation.
6. A pastor who has a very pastoral approach to preaching.
7. A pastor who can help a church to resolve differences of opinion and conflict
8. A pastor who can facilitate and support a strong small group network within the church
2. Each person is able to select three of these strips, and then engage in a process of developing a group consensus on the most important three.
3. The group then decides which is the most important skill area of the three.

Playing the game – Phase 3

If it seems appropriate, a third phase may repeat the second phase with the area that became the pastoral search group's second consensus preference.

This process should produce a much clearer understanding of what skills and qualities are needed in a prospective pastor and this can then be written into the pastoral profile.

At the conclusion of Activities 2 & 3, the PSC will have a list of Qualities and specific Skills & competencies that are most desirable in a prospective pastor. These form a major part of the Pastor Profile.

<p style="text-align: center;">A</p> <p>A pastor who can help a church to change.</p>	<p style="text-align: center;">B</p> <p>A pastor who can nurture a church's spirituality and help a church to connect more deeply with God.</p>
<p style="text-align: center;">C</p> <p>A pastor who can help a church to become a community in which people feel valued and cared for.</p>	<p style="text-align: center;">D</p> <p>A pastor who can help a church organisation to function smoothly with good levels of communication and efficient processes.</p>
<p style="text-align: center;">E</p> <p>A pastor who can communicate God's message in a way that draws a response.</p>	<p style="text-align: center;">F</p> <p>A pastor with an ability to help a church to embrace within its life a diversity of cultures (e.g. nationalities, ages, theological preferences).</p>
<p style="text-align: center;">G</p> <p>A pastor who can help a church to develop its ministry to a particular target group (e.g. youth, children, seniors, people on the fringes of the church).</p>	<p style="text-align: center;">H</p> <p>A pastor who can cultivate an environment in which people of different life experience can grow in their faith.</p>
<p style="text-align: center;">I</p> <p>A pastor who can lead a church into missional engagement with its community.</p>	<p style="text-align: center;">J</p> <p>A pastor with an ability to identify, develop and support leadership - both current and potential.</p>

(A) - A PASTOR WHO CAN HELP A CHURCH TO CHANGE

- 1** A pastor who is gifted in strategic planning.

- 2** An experienced pastor who has had a diverse range of previous pastorates and can help a church explore new options.

- 3** A pastor who can raise a congregation's awareness of its need to change, while still caring for people in their anxiety about change.

- 4** A pastor who is gifted in utilising worship, in a sensitive and genuine way, to help a congregation see the need(s) for change.

- 5** A pastor who knows how to access and assess the demographics and needs of a local community and fashion a church response.

- 6** A pastor who is able to facilitate interactive congregational discussion, demonstrating an ability to hear, and help be heard, all points of view.

- 7** A pastor who understands how to develop and how to change the culture and vision of a church.

- 8** A pastor who can develop the church's programs in such a way that the church grows numerically.

(B) A PASTOR WHO CAN NURTURE A CHURCH'S SPIRITUALITY AND HELP A CHURCH TO CONNECT MORE DEEPLY WITH GOD

1 A pastor who is passionate about discipleship; grounded in and nourished by God's Word.

2 A pastor who models, teaches and thoroughly engages with disciplined prayer (personal and corporate).

3 A pastor who is less "program orientated" and more concerned with providing space and opportunities for the church and its people to seek God and reflect Jesus Christ.

4 A pastor who prioritises his/her own framework for spiritual growth (i.e.: has a spiritual director or other means of being accountable for his/her own continuing spiritual formation).

5 A pastor who can lead a congregation into vibrant experiences of encounter with God.

6 A pastor who can help a church to "hear what the Spirit is saying to the church".

7 A pastor who is gifted in leading creative, reflective worship.

(C) A PASTOR WHO CAN HELP A CHURCH TO BECOME A COMMUNITY IN WHICH PEOPLE FEEL VALUED AND CARED FOR

1 A pastor who is a frequent and gifted visitor.

2 A pastor who is a gifted counsellor.

3 A pastor who is able to develop a culture and system of mutual care within the congregation.

4 A pastor who is able to help the church become an accepting and welcoming congregation.

5 A pastor who is able to nurture people through life transitions.

6 A pastor who has a very pastoral approach to preaching.

7 A pastor who can help a church to resolve differences of opinion and conflict.

8 A pastor who can facilitate and support a strong small group network within the church.

(D) A PASTOR WHO CAN HELP A CHURCH ORGANISATION TO FUNCTION SMOOTHLY WITH GOOD LEVELS OF COMMUNICATION AND EFFICIENT PROCESSES

1 A pastor who is able to balance giving strong leadership with appropriate delegation.

2 A pastor who knows how to set church goals and evaluate and achieve them.

3 A pastor who has skills in the processes that help everyone in a church to know what is happening and participate.

4 A pastor who is able to discern leadership and organisational skills in others and channel those gifts to their best use.

5 A pastor who prioritises pastoral care for those with leadership/organisational responsibilities within the church.

6 A pastor who is gifted in conflict resolution.

7 A pastor who is gifted in leading creative, transparent processes for church meetings and other forums for decision making.

8 A pastor with skills in organisational development, including budgets, finance, property management, stewardship and fundraising.

**(E) A PASTOR WHO CAN COMMUNICATE GOD'S MESSAGE IN A WAY THAT
DRAWS A RESPONSE**

1 A pastor who is a modern day evangelist.

2 A pastor who relates to a broad spectrum of people socially.

3 A pastor who can creatively and simply present the gospel in ways appropriate to different generations and different stages of life.

4 A pastor who is in tune with current cultural and global issues, without compromising faith.

5 A pastor who can communicate God's Word in such a way that people hear and respond.

6 A pastor who can offer the church a prophetic voice to community and social issues.

7 A pastor who is gifted in empowering congregational involvement in the church's communication of the good news of Jesus Christ.

8 A pastor who is adept in using non-verbal media, eg: music, art, and drama, to communicate the Gospel.

(F) A PASTOR WITH AN ABILITY TO HELP A CHURCH TO EMBRACE WITHIN ITS LIFE A DIVERSITY OF CULTURES (EG NATIONALITY, AGES, THEOLOGICAL PREFERENCES)

- 1** A pastor who is passionate about unity in diversity.

- 2** A pastor who has cross-cultural ministry experience.

- 3** A pastor who is gifted in using creative worship to reflect a variety of theological emphases.

- 4** A pastor who can include children within the worship and activities of the church.

- 5** A pastor who is able to help people see beyond surface distinctives (what someone wears, eats, talks like, etc) to find what is held in common spiritually.

- 6** A pastor who can help to create a climate where people of all generations feel that they belong together.

- 7** A pastor who is able to relate pastorally and socially to all ages.

(G) A PASTOR WHO CAN HELP A CHURCH TO DEVELOP ITS MINISTRY TO A PARTICULAR TARGET GROUP (EG YOUTH, CHILDREN, SENIORS, PEOPLE ON THE FRINGES)

1 A pastor who is a specialist, rather than a “GP”.

2 A pastor with a special gift for developing youth ministry.

3 A pastor who can incisively grasp the needs and understanding of a particular target group.

4 A pastor who is able to enthuse the church about praying for and constructively interacting with a particular target group.

5 A pastor who can undergird the development of a particular ministry with focussed teaching and clear, strategic, processes.

6 A pastor whose major contribution will be making contacts outside the church and helping them to discover and celebrate the life of God.

7 A pastor with a special gift for ministry to the senior generation.

8 A pastor with a special gift for ministry to children and families.

(H) A PASTOR WHO CAN CULTIVATE AN ENVIRONMENT IN WHICH PEOPLE OF DIFFERENT LIFE EXPERIENCE - CAN GROW IN THEIR FAITH

- 1** A pastor with experience in facilitating alpha-style groups for the whole congregation to rediscover / discover the essence of personal faith.

- 2** A pastor who can facilitate a number of different approaches to discipleship (eg: small groups that don't all have the same format/culture).

- 3** A pastor who emphasises the basics (scripture, prayer and worship) in a way that is accessible to those without a church background.

- 4** A pastor who connects the welcome and hospitality of a congregation with its ability to nurture faith.

- 5** A pastor who incorporates a wide range of life experience into his/her up front ministry.

- 6** A pastor with a gift of teaching, who can communicate a comprehensive understanding of the Bible and Christian theology in terms that are relevant to people's lives.

- 7** A pastor who is up to date with models of mentoring/discipleship.

- 8** A pastor with special gifts in nurturing faith in children and youth.

(I) A PASTOR WHO CAN LEAD A CHURCH INTO MISSIONAL ENGAGEMENT WITH ITS COMMUNITY

1 A pastor who is outward-focussed.

2 A pastor with a track record for community based programs.

3 A pastor who is able to move beyond the “talk” and get the “doing” happening.

4 A pastor who knows how to access and assess the demographics and needs of a local community.

5 A pastor who is skilled at using creative processes to help a congregation understand and formulate strategies for its local missional context.

6 A pastor who can help a church to appreciate the needs, issues and philosophies that are shaping the lives of people in their community.

7 A pastor who can help community based programs to become contexts where the Gospel is lived and communicated.

8 A pastor who can develop playgroups and childrens ministries as a way of building contacts with families outside the church.

(J) A PASTOR WITH AN ABILITY TO IDENTIFY, DEVELOP AND SUPPORT LEADERSHIP – BOTH CURRENT AND POTENTIAL

- 1** A pastor who believes in and practices succession planning.

- 2** A pastor with experience in leadership training.

- 3** A pastor who prioritises pastoral care for those with leadership/ organisational responsibilities within the church.

- 4** A pastor whose teaching and behaviour emphasises the priesthood of all believers and the importance of discernment of each person's gifts.

- 5** A pastor who values an environment of fellowship and nurture of one another's growth for current leaders – not just getting organisational stuff happening.

- 6** A pastor who has gifts in supporting, supervising and resourcing other leaders.

Activity 4: Time use in Ministry

Aim:

To help people to develop more realistic expectations of what a new pastor can actually achieve in a normal working week.

We may have great ideals of all the qualities we need in a person, but we need to prioritise their time accordingly. If someone is to major in certain areas, there may not be time for other functions.

This is a particularly helpful exercise for all the congregation to go through before the pastoral search process completes the pastoral profile.

Time required: 60 mins

You will need:

One large sheet of paper or a powerpoint slide with the 'Core' functions displayed.

Similar display of the 2 key competencies discovered through Activity 3.

A third display that recognises Special Events, Preparation, personal development.

Large sheets of paper and felt pens for as many groups of 4-5 as needed.

Part 1: Educative Process

1. *Time (10mins) is needed to share some important things before entering into this exercise. We need to make clear that there are some aspects of a minister's ministry that would be seen as 'Core' functions:*

Administration (including deacons and other meetings)

Pastoral care

Preaching / Teaching

Evangelism

Community involvement and Social justice issues

Vision/goals/direction/setting

Equipping people for ministry

Worship Preparation and Involvement

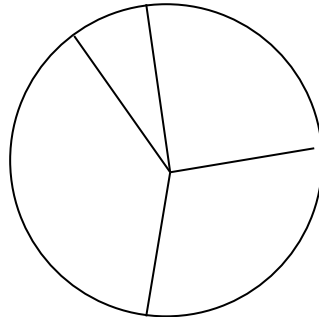
2. There are other events which may not be perceived as core functions, but which normally are part of their ministry and may take significant preparation time eg.
 - a) a. Special Focus functions like funerals and weddings,
 - b) b. Denominational and interdenominational connections and ministry.

3. We also need to make clear that pastors need time for their own spiritual and theological development – retreats, study time, professional development. If we require them to specialise in certain areas, we need to allow them time to become equipped in these areas.

Part 2: Time Use Exercise

Recognising the two key areas for a new minister already determined by the Pastoral Search Committee in Activity 3, and recognising that they will also have some ministry in the other 'Core' areas outlined above:

1. Put people into groups and inform them as to how many hours the minister is to be employed for. Ask them to draw a large circle on their paper to represent the total available hours.
2. Ask them to work out what time their new minister should spend doing the 2 key things that have already been chosen and what time should be spent on the other things outlined above (delete from the other list those items that are included in the 2 key areas).
3. Develop a pie chart. (Allow 30 mins.)



4. Display the results and encourage discussion. Is there any consensus as to what is a priority and what can take a back seat?
5. List areas of agreement.
6. Close with prayer for the Pastoral Search Committee in their task, for the moderator and for the BUV Advisory Board, and all who will play a part in helping the church to discern the right person for the ministry.

Appendix G – Example Pastor Profiles

Example One – Baptist Community Church

The Pastoral Search Committee met and utilising a methodology developed by the BUV, developed the following Pastor Profile.

Essential qualities

- A competent teacher/preacher committed to the Bible
- Team player
- Visionary and strategic thinker
- Sense of call
- A prayerful person in a growing relationship with God
- Pastoral heart
- Equipper of people

Desirable qualities

- Heart for the community
- Relates warmly to people both inside and outside the church
- Strong social conscience
- Understands dynamics of conflict and how to face it
- Self-aware
- Missionary-minded
- Understands organisational and administrative processes

Ministry skills

- A pastor with an ability to identify, develop and support leadership – both current and potential
 - whose teaching and behaviour emphasises the priesthood of all believers and the importance of discernment of each person’s gifts;
 - who values an environment of fellowship and nurture of one another’s growth for current leaders – not just getting organisational stuff happening;
 - who has gifts in supporting, supervising and resourcing other leaders.
- A pastor who can nurture a church’s spirituality and help a church to connect more deeply with God
 - who is passionate about discipleship; grounded in and nourished by God’s Word;
 - who is less “program-orientated” and more concerned with providing space and opportunities for the church and its people to seek God and reflect Jesus Christ;
 - who can lead a congregation into vibrant experiences of encounter with God.
- A pastor who can help a church to become a community in which people feel valued and cared for
 - who is able to develop a culture and system of mutual care within the congregation;
 - who is able to help the church become an accepting and welcoming congregation;
 - who can facilitate and support a strong small group network within the church.
- A pastor who can lead a church into missional engagement with its community
 - who is able to move beyond the “talk” and get the “doing” happening;
 - who is skilled at using creative processes to help a congregation understand and formulate strategies for its local missional context;
 - who can help community-based programs to become contexts where the Gospel is lived and communicated.

Example Two – Suburban Baptist Church

Essential Qualities

1. Competent preacher/teacher, committed to the Bible.
2. Prayerful.
3. Relates warmly to people both inside & outside the Church & has a heart for the local community.
4. Equipper of people.
5. Team player.

Desirable Qualities

1. Good listener.
2. Sense of humour.
3. Well organised.
4. Visionary and strategic thinker.
5. Evangelistic.

Ministry Skills

1. A pastor who can nurture a Church's spirituality and help a Church to connect more deeply with God.
 - A pastor who is less "program orientated" and more concerned with providing space and opportunities for the Church and its people to seek God and reflect Jesus Christ;
 - A pastor who can help the Church to "hear what the Spirit is saying to the Church;"
 - A pastor who is passionate about discipleship; grounded in and nourished by God's Word.
2. A pastor with an ability to help a Church to embrace within its life a diversity of cultures (eg nationalities, ages, theological preferences).
 - A pastor who can help to create a climate where people of all generations feel that they belong together;
 - A pastor who is able to relate pastorally and socially to all ages;
 - A pastor who can include children within the worship and activities of the Church.
3. A pastor who can help a Church to become a community in which people feel valued and cared for.
 - A pastor who has a very pastoral approach to preaching;
 - A pastor who is able to develop a culture and system of mutual care within the congregation;
 - A pastor who is able to help the Church become an accepting and welcoming congregation.
4. A pastor who can communicate God's message in a way that draws a response.
 - A pastor who can creatively and simply present the Gospel in ways appropriate to different generations and different stages of life;
 - A pastor who can communicate God's Word in such a way that people hear and respond;
 - A pastor who is in tune with current cultural and global issues, without compromising faith.

Appendix H - Some Suggested Interview Questions

1. Briefly tell us a bit about yourself (family) and describe your Christian journey.
2. Could you give us your thoughts on the pastoral profile and how you meet the essential, desirable and helpful categories?
3. Could you comment on the pastoral priorities in the profile and how you might go about addressing these priorities?
4. Tell us about your previous Pastoral roles achievements, highlights; disappointments, and ministries initiated or that you were part of. (*Explore how the candidate may approach this particular pastorate setting, in comparison to previous pastorate settings they have been in.*)
5. Tell us a little about your gifts and strengths.
6. What areas of Pastoral Ministry would you like to work on and improve in? What plans do you have to initiate work on these areas, or what have you already begun? To what extent do you see yourself engaged in 'hands on' Pastoral Care ministry?
7. What are the main concerns and issues people in your current context have to deal with? In what ways have you addressed these issues?
8. What aspect of ministry are you most enthusiastic about?
9. What do you think are the keys in motivating people to share their faith?
10. How do you think people would describe your communication skills?
11. How would you describe your administration skills?
12. How do you personally go about handling conflict situations? Can you describe such a situation?
13. Tell us of a time when you've been required to build and train teams? How did you go about it & what pitfalls did you encounter?
14. Working in a multi-cultural setting is both challenging and stimulating, what excites you the most about working in such a context?

These questions may be used as a guide by the PSC to develop their own and other scenario type questions to address specific areas of interest to the church.

Appendix I - Provisions for a Special Church Meeting

(as set out in Schedule B of the Act of Incorporation of the Union.)

(a) Two Sundays' notice is required to be given.

(b) Voting qualifications are:

i. Membership in the church for at least six months.

ii. Age not less than 18 years.

iii. Attendance at a communion service at least once during the preceding six months.

(c) The first business of the meeting to be the appointment of a Chairperson. (Church Leadership should nominate the Moderator.)

(d) To be effective the motion must secure the support of at least two thirds of such members present and voting.

Suggested process to follow for the Special Church Meeting:

- Statement of purpose of the meeting – Moderator (Chair of meeting) *[if chairing]*
- Devotion/Reflection – Moderator
- Prayer for meeting - Moderator (and perhaps 1 or 2 others)
- Appointment of Scrutineers - Moderator and Church Secretary to organise and move suggested scrutineers, show of hands vote
- Brief recount of search process – PSC Secretary (main PSC contact)
- Restatement of the pastoral profile/What we are looking for – PSC Secretary
- Presentation of potential pastor - another member of PSC? (or PSC Secretary) using whatever means considered appropriate - photos, material from pastor profile, interviews, video, extract of message etc.
- Why pastor is best fit and why call - PSC Secretary or another member of the PSC
- Clearly state call - start date, tenure, terms etc. - PSC Secretary
- Put motion as per Secret Ballot Paper/seconded - PSC Secretary and other PSC member
- Clarify what this means for the Interim currently in place - Moderator
- Questions on motion/matters to clarify – Moderator, PSC Secretary and or PSC members
- Prayer - maybe leadership team members
- Secret Ballot
- While waiting count result – Moderator:
 - Discussion re confidentiality of decision
 - Potential start date and other arrangements etc.
- Announce result - Moderator
- If possible call pastor and inform result and hopefully confirm acceptance - Moderator
- Prayer to close – leadership team member

Appendix J - Arranging the Service of Induction

It is the role of the incoming pastor in conjunction with the church leadership and the Moderator to make the arrangements for a service of induction. The Moderator should take responsibility to check that this happens and to be a resource person if necessary.

An induction service is a highlight in the life of the incoming pastor and the church, so it is important to make the service one of celebration. A full church of happy people is a great encouragement to a new pastor and the church.

Planning the Service

If there is to be a special guest speaker/s it is wise to check first on their availability on the suggested date.

There is no set protocol as to when an induction service should be held, except that it is usually within the first couple of weeks of the new pastor's starting at the church. Some services are held during the week, others at the weekend. It is kind to consider the needs of any people who may want to come some distance for the induction. It may be appropriate for the church to offer overnight accommodation for guests.

It is up to the incoming pastor to suggest who will take part in the service in consultation with the church leadership. Again, the Moderator can be the resource person to help here.

Who should be invited? This is really up to those arranging the service but here are some suggestions:

- a) The people of the church should be kept fully informed and be part of the welcoming of the new pastor and any visitors at the service
- b) Members of the pastor's previous church
- c) Representatives of the BUV
- d) Any individuals who have played a significant part in the process of the call
- e) The family of the incoming pastor
- f) Leadership and members of the neighbouring churches, both Baptist and others (perhaps through the local inter-church Council)
- g) In some cases, key people of the community in which the church is set
- h) It can be an appropriate time to invite the local press or at least ensure an article and photo is submitted to the local press for publication.

Invitations to special guests should have an RSVP to help with planning for the service. There is often a time in the service when apologies are read.

Careful preparation of all aspects of the service will enhance the celebration.

On the Day

Make sure there are welcomers to receive those who have come to the service and to show them to a seat. If there are special guests, arrange for seats for them to be reserved at the front of the church. Those with reserved seats should know in advance as should the people on the door so that they can be taken to their seats.

Special guests, particularly community leaders and representatives from the BUV, should be welcomed at an appropriate point in the service. If there are to be refreshments after the service, significant leaders from within the church should be briefed to conduct the special guests to the right place and care for them for the duration of their stay at the church, introducing them to the new pastor and to members of the church.

There is a part in the service when the history of the call is recounted to the congregation. This is usually done by a lay leader of the church but can be done by the Moderator. The incoming pastor is also offered the opportunity to tell of his/her response to the call.

There is also the laying on of hands. Make sure the people know who is involved and when in the service this is and they are seated in a place where they can take part easily.

This is an appropriate time to formally recognise the part that the Moderator has played in the call, and sometimes to thank those in the church who have played a significant role in the life of the church leading up to the call of the pastor. It is generally wise though to have already publicly acknowledged the part that any interim pastor/s might have played in the previous months.

A Template for a Service of Pastoral Induction

(Spoken by the person leading the induction with responses from others in italics)

Gathered as a community of God's people, we are here to induct _____ to the ministry in this church and to publicly recognise _____ as its _____ [*ie : Senior Pastor*]

This is a time of new beginning, a time of forging relationship and a time of recasting commitment for both pastor and people.

By participating in this service we are affirming that we believe _____ has been called to this ministry by God and we join, as with one voice, in seeking God's help and anointing for our development and growing integrity as a healthy and vital part of the body of Christ in our wider community.

I invite all those who feel able to take an active part in this induction to stand where you are and I ask _____ [*and partner/children where appropriate*] to come and stand with me.

I ask all who are standing to affirm where our faith rests.

We believe in Jesus Christ, the Son of the living God, whose Kingdom is within us. We reaffirm our love for and commitment to Jesus Christ as our Saviour and Lord.

_____ do you accept the role of pastor within this church, believing that God has led you to ministry within and through this community of faith?

I do.

_____ will you seek, in the strong and enabling Spirit of God, to faithfully live out your calling to all the aspects of pastoral leadership in this church being entrusted to you today?

I will.

_____ will you give priority to your personal rhythms of prayer, spiritual growth, skills development and recreation to ensure that your pastoral ministry remains vital and contemporary?

I will.

_____ [*partner/children as appropriate – this question is clearly optional*], you are integral to the commitment that _____ has made to this church. Do you renew your nurture and encouragement of _____'s ministry as it finds a home in this place among these people?

I/We do.

I ask those standing in the congregation:

Do you accept _____ as (a) pastor of this church by the leading of God? Do you affirm your commitment to _____'s ministry and will you support _____ in prayer and in action.

We do and we will.

Will you seek to care for _____ [*partner/children as appropriate – optional*] acknowledging the special needs and challenges that come with being a pastor's family?

We will.

A number of symbols of _____'s new ministry and the ministry that this church will share with _____ will now be given to _____ before you.

Please be seated.

_____ we give you this **Bible**. Lead us by teaching and preaching into an ever deeper experience of hearing and responding to the living Word of God.

_____ we give you this **water and communion cup**. Lead us in our worship with an emphasis upon sharing celebration of baptism and sharing remembrance of the body and blood of Jesus.

_____ we give you this **church directory**. We seek your care of us and we seek together to create and reinforce a community of belonging that remains open and integrated with all parts of our lives.

_____ we give you this (**symbol of personal recreation for the pastor – eg: golf club, movie tickets**) signifying our desire and expectation that you give healthy emphasis to your own personal recreation and your identity outside of this church. Be our model in this.

_____ we give you this **street directory and today's newspaper**. Lead us to reflect upon and interact with our street, our nation and our world with the heart and mind of Jesus Christ.

_____ we give you this **bowl and towel**. Call us to serve others, within and without this church, in humility, quick to love and to forgive.

_____ we give you this **fruit and these flowers (or plant)**. Nurture in us the gifts planted there by God, for the building up of personal faith and of corporate testimony to the grace and mercy of God.

In the name of Christ Jesus who anoints us all to serve others with love and compassion, I confirm _____'s induction to the ministry in this church as its _____. May God's peace enfold you, _____, and may the inspiration of God's incisive Spirit captivate you and grow your own adventure of faith as you lead the people of God with humour and hope.

[Prayer of Induction usually accompanied by the Laying on of hands]

Explanatory Notes Companion

A service of induction is a service of worship. God remains the central focus. It is God who has called this church into being and it is God who has called this pastor and this church into partnership. Our part is to respond in faithfulness to God's call of ministry in community.

The essence of a service of induction is a brief liturgy/ceremony that fleshes out the creative story of God's call and our response.

The template provided here is a contemporary model of how this liturgy/ceremony might take shape. It will be suitable as is in many settings. It may also be adapted for specific occasions, understanding that pastoral ministry takes many different forms among us. Where changes are made, it is suggested that long add-ons be avoided so that the significance of this act of worship is not lost in too many words.

The underlined gaps in the template are for the pastor's name. It gives the liturgy/ceremony a very personal feel to keep repeating the pastor's first name (and avoiding pronouns) throughout.

A number of references are made in the template to the pastor's partner/children. Obviously, this will not always be relevant and the references can be omitted. Please consider:

The involvement of any partner or children of the pastor in the service of induction should be a matter for conversation, not assumption.

The pastor may have extended family or significant others whom it is appropriate to include, especially where these folk are part of the congregation.

Any role that the pastor's partner or even children may have in the ministry of the church should be recognised separately and is not covered in this template. Pastoral ministry should never be considered as a case of "two [or more!] for the price of one".

The purpose of the references in the template is simply to offer any partner/children the opportunity (where this is appropriate and wanted by them) to express their support/solidarity and the opportunity to be fully embraced by the welcome of the church.

Creative licence with the symbols is encouraged. Different pastoral roles (and personalities) may suggest particular symbols.

The template closes with laying on of hands in a pastoral prayer. This can be a wonderful, physical, illustration of the church standing in solidarity with the pastor. The prayer is usually offered by someone well known to the pastor and/or the church - a simple expression of the desire that the partnership being cemented between pastor and church will be worshipful, mutually enhancing and of tangible benefit to the surrounding community. Commonly, a small number of people come to the front to stand with the pastor for the laying on of hands. A balance is recommended of people who are important to the pastor and people who are significant to the life of the church.

An induction service as a whole will often include other special elements. Some ideas/possibilities are:

- An opportunity for church (perhaps through a member of the pastoral search group) and pastor to “tell the story” of the call.
- A reflection/message (usually by someone who knows the pastor and/or the church well; someone who has something meaningful to say at the beginning of a new journey).
- Communion.
- Creative ways of welcoming pastor (and family where appropriate). This may include welcoming into membership.

Every effort to keep the service tight should be encouraged. It may be better to welcome into membership or have communion at another related service. Sometimes induction services attract many visitors who are not overly familiar with church culture; indeed for everyone’s sake short and accessible is best!

Opportunity may also be given to explain briefly the Statement of Understanding between the church and the Pastor and for both the Pastor and the Secretary to sign this document in the presence of the church during the Induction Service.

Appendix K – 3-6 month ministry review

(Review conducted by Moderator after a pastoral appointment)

Ideally this simple review should take place about 3-6 months after a church and pastor commence a new partnership in ministry.

Ideally it will involve a simple questionnaire sent to the Pastor and members of the Pastoral Search Committee. Responses will be collated by the Moderator.

The document of collated responses may lead to:

- A meeting between the Moderator and the Pastor to review the collated report and any follow-up required AND/OR
- A meeting between the Moderator, the Pastor and the Pastoral Search Committee to review the collated report and any follow-up required AND/OR
- An invitation to the Regional Pastor to engage.

In all cases at the end of the review a simple report should be sent to the Executive Assistant of the Director of Mission and Ministries and to the relevant Regional Pastor.

The simple report should include the following:

- The process followed: the key dates of the review, any variations to the standard questionnaire, how many questionnaires were returned, the dates of any review meetings and who was present;
- Key issues that emerged from the review and any recommendations to be passed on to the pastor and church leadership.

QUESTIONS FOR THE PASTOR:

1. On a scale of 1 (very low) to 10 (extremely high) how would you rate your overall sense of satisfaction in the first months of your call?
2. What aspects of your commencement in this ministry have encouraged you?
3. What aspects have stretched, stressed or disappointed you?
4. Are there any assurances or commitments that were made to you as part of the pastoral search process that have not been delivered?
5. Are there any characterisations of the church and its ministry in the pastoral search process that have not proved accurate in your experience?
6. Are there any terms and conditions expressed in the Statement of Understanding that need to be revised?
7. Are there any further comments you would like to add?

IF THE PASTOR HAS A FAMILY LIVING WITH THEM:

1. How has your family adjusted to your engagement in a new ministry role?
2. If the new pastoral appointment has required moving house for your family, how has the family settled into a new community?
3. Are there any lingering concerns or sense of being unsettled?

FOR MEMBERS OF THE PASTORAL SEARCH COMMITTEE:

1. On a scale of 1 (very low) to 10 (extremely high) how would you rate your overall sense of satisfaction in the first months of the pastoral leadership of your new pastor?
2. What have been the aspects of this new partnership that have enriched the church's ministry and mission?
3. What aspects have stretched or stressed the church?
4. Are there any assurances or commitments that were made to you as part of the pastoral search process that have not been delivered?
5. Are there any characterisations of the Pastor and her/his ministry that have not proved accurate in your experience?
6. Are there any terms and conditions expressed in the Statement of Understanding that need to be revised?
7. Are there any further comments you would like to add?

Appendix L - PSC Member Feedback to Advisory Board

The Advisory Board of the Baptist Union of Victoria aims to help pastoral search committees, using Moderators, documentation and processes designed specifically for the task of discerning the next most appropriate pastor for the church. Through your feedback, the Advisory Board hopes to continue to update and improve processes and documents to ensure they are as helpful and as user friendly as possible. Please answer the following questionnaire as soon as possible upon calling a new pastor and forward your responses to: christine.chew@bu.v.com.au

Key to Ratings:

1. Inadequate
2. Fair
3. Good
4. Very Good
5. Excellent

Your Name:

Name of Church:

Date:

Regional Pastor

The Regional Pastor's role is to advise the Church on options for continuing pastoral leadership & to outline the pastoral search process.

Please circle the RP involvement from 1 – 5 and provide feedback on this aspect of the process	1 2 3 4 5
Comments:	

Moderator

The Moderator’s role is to assist and guide the church through the process of finding a new pastor, and communicate with the pastors being approached by church. (Please highlight from 1-5 and comment)

a.	Accessibility and promptness of reply	1 2 3 4 5
Comments:		
b.	Ability to effectively explain the process and guide the PSC	1 2 3 4 5
Comments:		
c.	Ability to listen to the needs and aspirations of the church	1 2 3 4 5
Comments:		
d.	Overall helpfulness	1 2 3 4 5
Comments:		

Pastoral Search Committee Process

(Please highlight from 1-5 and comment)

a.	How well did the group work together?	1 2 3 4 5
Comments:		
b.	The communication between the PSC and congregation was:	1 2 3 4 5
Comments:		
c.	The process of developing the church & pastoral profiles was:	1 2 3 4 5
Comments:		
d.	Overall helpfulness	1 2 3 4 5

Comments:

Documentation

Pastoral Search Committee Handbook and Appendices

a. The documentation provided by Advisory Board was (please highlight):

Not helpful

Covered the basics

Helpful

Very helpful

Excellent

Comments:

Further comments on the process

APPENDIX M - Resource for Pastoral Search Committees regarding gender

When searching for a pastor, decisions must be made about the kind of person a church is searching for. Once the criteria are agreed on as indicated in the church and pastoral profile, potential pastors are considered or ruled out according to that agreed criterion. On some occasions, a church or search committee may initially decide they will not consider a woman as their pastor. Churches in this position should give careful thought to the following:

One of the first questions to ask is: What is preventing us from choosing both men and women as potential pastors? It will be important to refer to the constitution of the church. Does it restrict the role of pastor to men only? If so, this is an opportunity to refer the matter to the church leadership for a potential constitutional update and a conversation about the church's position around women in pastoral leadership. If there is no restriction in the church's constitution, it may be that there is good reason to consider whether now is a time to consider both men and women for the role based on the gifting and calling of the potential pastor.

A second question to ponder is: What might the church miss out on by limiting a pastoral position to males only? How might this impact the church and its ministries? Churches that prioritise gender over gifting by preferencing a male over a gifted and suitable female for the role, may risk denying the church's potential and ministry effectiveness.

Next, consider the position of the Baptist Union of Victoria. The BUV is an egalitarian association that has been ordaining women to pastoral positions since 1978. Today, one in four of our pastoral leaders (including associate pastors) are women. The BUV's position is that we want to affirm and encourage women leaders in their gifts and calling and empower them in their leadership capacity. We have together affirmed, as a union of churches, and believe the bible teaches us that both men and women are gifted and called to be pastoral leaders, and therefore should be considered for any leadership position in our churches and union.

Another important consideration is the biblical position for women in leadership. There is a very compelling call throughout the whole of scripture to select pastors according to their giftedness and sense of call and not their gender. Throughout Scripture, women are seen serving alongside men in leadership roles. From Genesis 1, where God creates men and women in his image and calls them both to fill the earth and subdue it together, to the crucial roles Miriam (Exodus 15:20-21), Deborah (Judges 4-5) and Huldah (2 Kings 22:14) played alongside other great women in the Old Testament, God ensured women were empowered for ministry. Jesus was born into a culture that treated women as inferior to men, yet he treated women with dignity. Mary, Joanna and Susanna supported Jesus' ministry out of their own means (Luke 8:1-3) and Mary witnessed the crucifixion when most of the men had fled (Mark 15:40-41) and was the first to see the risen Christ and tell of his resurrection (John 20:14-17). The early church had women like Junia, who, it seems, was an outstanding apostle (Rom 16:7). Phoebe was a key deacon in the church at Cenchreae (Rom 16:1). Priscilla exercised an effective teaching ministry with her husband and together they risked their lives for others (Rom 16:3; Acts 18:26). Philip's daughters exercised a prophetic ministry (Acts 21:9). In a culture that by and large devalued women, the early church upheld the importance of both male and female in advancing the kingdom of God.

The gospel is good news for everyone! In Acts 2:17 we read “I will pour out my Spirit on all flesh, and your sons and your daughters will prophesy...even upon my slaves, both men and women...”. In Galatians, the fact that in Christ we are new creations, and we are all one, was especially good news for Gentiles, for slaves, and also for women (Gal 3:28). In Christ, the structures that kept Jews and Gentiles apart, prevented masters and slaves from worshipping together, and hindered men and women from serving and ministering together, were removed.

And so, there is compelling evidence that a clear call of Scripture is for men and women to serve and minister together. Pastoral leaders are best appointed according to gifting and calling, not gender, and there should be no limitations for women to pastoral positions.

As you consider the criteria for selecting your next pastor it is important to understand that by calling only men you limit the number of applicants and may exclude capable women who God has called and gifted for ministry.

Finally, we acknowledge that some Baptist churches hold differing convictions around this matter. If your pastoral search committee is still unsure about their reasons for not appointing a woman, we would encourage you to check out the following resources and be sure that you make a decision based on theological convictions.

Recommended resources:

Why women should be church leaders and preachers // Ask NT Wright anything:
<https://www.youtube.com/watch?v=os8M9In2cM0&t=82s>

NewHope Baptist Church - Life Together EXTRA: Living as Servants of God
<https://www.youtube.com/watch?v=vwntOBaV5rk&t=2s>

Sermon series by Rev. Paul Pallot (BUV Pastor):

- Men and Women in the Bible <https://www.youtube.com/watch?v=Rv-MfQb-mbA>
- Three Difficult Texts https://www.youtube.com/watch?v=Cxx_R5ZICiE
- Women Leaders in the Bible <https://www.youtube.com/watch?v=T-U7Cp1u964>

Article on BUV website:

<https://www.buv.com.au/good-news-stories/women-in-australiansociety-and-the-church/>

Pastoral Search Advisory Group
Baptist Union of Victoria