

Eastern Ontario District
TRANSITION MANUAL
A Guide for Churches in Transition

Section I

The Transition Process

SECTION I – THE TRANSITION PROCESS CONTENTS

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INTRODUCTION

The **TRANSITION MANUAL - A GUIDE FOR CHURCHES IN TRANSITION** has been designed to assist the local Church in making the transition to new leadership. It is the product of years of experience, research and prayer by District Superintendents, members of the District Executives and the Itinerant Ministries Committee.

The moment a Pastor makes a firm decision to resign from the leadership role the transition process may have already begun. The District Superintendent, under District Constitution directive, becomes the Pastor of the Church during the transition process. The Superintendent, as overseer, does not seek to “take over” the church but rather to assist the Church during this complex and difficult period in its community life.

The **MANUAL**, as a guide, takes into account the need for sensitivity. Each Church, with its Body of Believers, is unique. Each is free to use the materials by either adopting them in entirety or develop its own process under the oversight of the Superintendent or the Superintendent’s designate.

The **MANUAL** is divided into two sections, **THE TRANSITION PROCESS**, and **THE ROLE OF THE INTERIM PASTOR**. While the sections are different, they may prove to be inter-related. If an Interim Pastor is chosen, the **MANUAL** may become very helpful.

The **MANUAL** emphasizes three fundamental principles: flexibility, communication, and accountability. The goal is to create harmonious, long-term relationships among the parties involved in the process: the Body of Believers, the Board, the Interim Pastor, the Pastoral Search Committee, the District Executive and the Superintendent.

The **MANUAL** attempts to achieve brevity and to clarify certain terms:

- Manual: **TRANSITION MANUAL**
 - A GUIDE FOR CHURCHES IN TRANSITION
- Constitution: Local Church Constitution
- Superintendent: District Superintendent
- Executive: District Executive
- Church: Assembly, the Congregation, or other as specified
- Pastoral Search Committee: Committee chosen to search for a new Pastor
- Interim Pastor: Pastor appointed or chosen as Pastor during the transition
- Officers: District Officers Committee
- Board: Official Board of the Church

May this **MANUAL** prove to be a comprehensive tool in bringing added glory to God!

THE PASTOR

QUESTIONS TO ASK BEFORE RESIGNING

Resigning from a ministry position is a very stressful time. There is a loneliness that accompanies this private time of contemplation. In order to determine the costs and benefits of resigning, or of remaining in the position, a pastor should prayerfully work through the following questions:

Personal / Internal Considerations

- In my heart and soul, have I left the position already?
- Has my desire to leave been building, or is it a result of some recent event or recent conflict with an individual?
- Would it be better to wait until a “cooling off” period has transpired?
- What is my normal inclination in tough situations? (Fight or Fold)

Spiritual / Leadership Considerations

- How long have I been talking with God about this matter? What is He saying to me?
- If I decide to remain, am I free to pursue the essentials of my call to ministry?
- Do my gifts and/or philosophy match the identity of the church, or are there underlying tensions due to my style of leadership?
- Is my vision for ministry in this present situation being fulfilled, or can I see a greater day of ministry ahead if I persevere?
- Who is influencing my contemplation to resign? What authority do they have in the church?
- Do I feel emotionally, spiritually, or physically drained? Is a sabbatical an option?
- Does this desire to resign fit into a pattern of when and how I have resigned churches previously? If so, am I at peace with that pattern?

Rational / Accountability Considerations

- Who would be affected by my decision to resign?
- How is my family responding to the situation in the church and the possibility of change, either in the church, or moving to another leadership position?
- What involvement should my family have in my decision?
- What financial costs would be incurred in my decision to resign?
- Who can I talk to that would give me an objective perspective?
- Have I the courage to talk this matter over with my Superintendent?

NOTE: Before a pastor finally decides to resign, the pastor is advised to speak with the Superintendent in confidence and seek advice and direction for future ministry.

THE PASTOR

NOW THAT YOU ARE CONSIDERING YOUR RESIGNATION

Now that you are considering your resignation from the pastorate, there are matters you need to attend to:

Timeframe

- At least one month's notice of your resignation must be given to the Superintendent, or a District Officer, as well as written notice to the Secretary of the Church Board.

Obligations to the Church

- You may offer your services to work with the Church Board and/or the Pastoral Search Committee, making them aware of the resources that are available through the Superintendent, the District Officers, the Transition Manual and the Pastoral Search Process.

Transitioning to another place of ministry within the District

- It is recommended that you notify the Superintendent or a District Officer, of your intentions.
- It is recommended that you immediately notify the District Secretary of your new position, change of address, phone number, e-mail address and any other information that may be important to the District.
- If you will not be serving in a position of pastor of a church it is essential that you consult with the District Secretary to determine if you are eligible to solemnize marriage under the current interpretation of the Marriage Act of Ontario.

Transitioning Pastor – resigning without a place of ministry

- It is recommended that you notify the Superintendent and/or a District Officer of your change of address, phone numbers and e-mail address.
- You should notify the Superintendent or a District Officer, of your intentions: i.e. retiring, seeking future ministry, transferring to another District or leaving the PAOC.
- If you are seeking future ministry, provide the Superintendent and/or a District Officer with a current resume.
- If you are currently registered with the Registrar General of Ontario, granting you authority to solemnize marriage, consult with the District Secretary to determine if you are eligible to solemnize marriage under the current interpretation of the Marriage Act of Ontario.

Transitioning out of a place of ministry due to being asked to leave the position

- You should request that the church issue you a form called Record of Employment. Be sure that the form contains the wording "End of Contract." You may qualify for Employment Insurance Benefits under the Employment Insurance Act. You have a maximum of four weeks to apply from your final day at work to submit your Employment Insurance application.
- Contact any Government of Canada Employment Insurance office to obtain and study a copy of the Employment Insurance booklet issued by Human Resources Development Canada.

Credential Status

- If you plan or expect to be out of active ministry for a period of time, you should consult with the Superintendent or a District Officer, to determine the status of your credentials with the PAOC.

THE PASTOR
NOW THAT YOU HAVE RESIGNED

Transferring OUT to another place of ministry in another District within the PAOC

- Notify the District Secretary to transfer your credentials to the other District.
- The District Office will automatically transfer your group insurance information (if applicable).
- Make arrangements with your new place of employment regarding your PAOC Pension Fund.
- Make arrangements with your new district office to reapply for your marriage license in your new province of ministry.

Transferring IN from another District within the PAOC

- Notify your current District to transfer your credentials to the Eastern Ontario District.
- The Secretary Treasurer in your new district will notify the Deputy Provincial Secretary for a Certificate of Registration to authorize you to solemnize marriage.

Transferring IN from another Church organization

The PAOC General Constitution & Bylaws 10: 4.2.4 states:

“Ministers transferring from other church denominations shall complete the required courses of study and The Pentecostal of Canada Application for Initial Ministerial Credentials form for our records, including the records of the credential exam, academic transcripts and a letter of reference from their current church organization. Before receiving credentials they shall allow a copy of their former credentials and if applicable, their ordination certificate, to be made available for the files of The Pentecostal Assemblies of Canada. Credential holders accepted for transfer from other church organizations shall have a provincial credential status for one year before credential transfer is confirmed.”

THE CHURCH BOARD
GENERAL SUGGESTED GUIDELINES
WHEN A PASTOR HAS SUBMITTED THEIR RESIGNATION

When a Pastor has submitted their resignation in writing:

- The Board should ascertain if the Pastor has submitted the resignation in writing to the Secretary of the Board and has communicated their intent to the District Superintendent.
- The Board should determine when the Pastor plans to complete ministry at the Church.
- The Board may ask the Pastor the reason for the resignation, if deemed appropriate.
- The Board may ask the Pastor to make initial contact with the District for assistance in the transition process.
- The Board should offer to support the Pastor and family in prayer and in practical ways.
- The Board should immediately arrange an appropriate announcement to the Church of the Pastor's resignation and give a brief outline of the Transition Process.
- It is important that the remaining ministry of the Pastor be pleasant and amicable.

The Superintendent as Pastor of the Church

- The District Constitution stipulates that the Superintendent becomes the Pastor of the Church upon the resignation of the current Pastor and until a new Pastor is elected.
- The Secretary of the Board should arrange with the Superintendent or designate to attend the next meeting of the Board and to become Chair of the Board. In the rare case when a member of the Board is already Chair, it is recommended that the Superintendent or designate be asked to be Co-chair.

Ten Board Room Principles

- It is recommended that the Board review the section of the Transition Manual called TEN BOARD ROOM PRINCIPLES.
- It is imperative to strictly adhere to the principle of confidentiality.

Beginning the Transition Process

- It is recommended that the Board reference the District's TRANSITION MANUAL.
- The Superintendent or designate and the Board may benefit from conducting an exit interview with the previous Pastor which may serve as a resource in the development of the Church Profile.
- The Board is advised to make prayer a top priority for the Board and for the Church.

Choosing an Interim Pastor

- It is recommended that the Board give serious thought to choosing an Interim Pastor. The District has a list of trained and experienced Interim Pastors to choose from.
- It is recommended that the Board study the section of the Manual called THE ROLE OF THE INTERIM PASTOR.

THE CHURCH BOARD

TEN PRINCIPLES

Now that the Pastor has resigned it is important to observe certain principles in order to develop confidence in the Board in guiding the church through the transition process:

- 1: **The Principle of Contribution.** Each member of the Board should be encouraged to dream openly about the future. Each idea should be deemed important. No one member should dominate the discussion.
2. **The Principle of Tolerance.** Each member of the Board should respect the view points of others based on their background and experiences.
3. **The Principle of Representation.** It is important to keep in mind that the Board is called to serve the church and represent the church members during the process.
4. **The Principle of Confidentiality.** Each member of the Board should assume that information discussed in meetings is confidential unless instructed otherwise.
5. **The Principle of Constructive Dialogue.** Each concern expressed should be matched with a constructive recommendation for solution.
6. **The Principle of Harmonious Debate.** Full and open debate should be encouraged in order to reach decisions that can be supported by all members of the Board. Once decisions are made they are to be supported by each member after the meeting is concluded.
7. **The Principle of Prayer.** All discussions, debates and decisions should be bathed in prayer in order to find the will of God in all matters under discussion.
8. **The Principle of Communication.** It is important to keep each other informed. Be sure to seek the truth in all matters under discussion. Rumours should not be entertained. The chair should be empowered to speak on behalf of the Board and should be accountable to the Board.
9. **The Principle of Modeling.** Each member of the Board should seek to model biblical leadership principles in order to create confidence in the Board's decisions.
10. **The Principle of Loyalty.** Each member of the Board should demonstrate loyalty to all other members in order to develop a team spirit.

THE CHURCH BOARD and THE DISTRICT INVOLVING THE DISTRICT IN THE TRANSITION PROCESS

Now that the Pastor has publicly resigned and preliminary plans have been put in place for SAYING GOODBYE TO THE PASTOR, the Board should contact the District Superintendent or a District Officer informing them of the steps taken to date.

The Superintendent as Pastor

The District Constitution and Local Church Constitution authorize the District Superintendent to act as the Pastor of the church upon the official resignation of the outgoing Pastor. As a gesture of good will the Board may officially invite the Superintendent or designate to assume that role. The Superintendent or designate should also serve as Chair of the Board.

First Steps to be Taken

In the first meeting of the Superintendent or designate and the Board, the following may prove helpful:

- Invite the outgoing Pastor to join in the early part of the meeting.
- Review all relevant matters leading up to and subsequent to the Pastor's resignation.
- Conduct a brief review with the outgoing Pastor to gain a sense of relationships with the Pastor and to determine the direction the church has been going under the current leadership.
- Have prayer with the outgoing Pastor and allow them to leave the meeting.
- Discuss the plans for SAYING GOODBYE TO THE OUTGOING PASTOR.
- Encourage each member of the Board to study their Local Church Constitution.
- Review the financial status of the church and its departments.
- Discuss the formation of a church-wide prayer emphasis during the transition.
- Discuss the formation of a Pastoral Search Committee and whether the Board alone should assume that role.
- Discuss the general makeup of a survey of the Board, a survey of the congregation and a survey of the community.
- Discuss the possibility of inviting an Interim Pastor and the length of time needed.

Second steps to be taken

In the second meeting of the Superintendent or designate and the Board the following matters may be helpful:

- Firm up the church-wide prayer emphasis and appoint appropriate leaders.
- Decide the makeup of the Pastoral Search Committee and make appointments.
- Determine the makeup of the three surveys indicated above drawing from the suggested surveys in the TRANSITION MANUAL.
- Determine whether or not the church would benefit from having an Interim Pastor.

THE CHURCH BOARD

SAYING GOOD-BYE TO THE OUTGOING PASTOR

Now that the Pastor has resigned publicly, the Board has responsibility to help the congregation through the grieving process. Some may experience anger. Others may feel anxiety, fear, or panic. Some may feel guilt. Others may have a sense of deep loss. Yet others may see the resignation as a graduation to a new and perhaps greater opportunity.

What the Board should do

- Hold a special meeting with the former Pastor and family expressing love and care. Then the Board may write a letter of appreciation to the Pastor on behalf of the church.
- Have members of the Board meet with people who may have been critical of the former Pastor to try to restore relationships or bring about reconciliation.
- Have members of the Board meet with people who may have been severely traumatized by the Pastor's leaving and who may be considering leaving the church because of grief.
- Make sure that all remuneration and benefits due the Pastor have been taken care of.

What the Board should not do

- The Board should not become involved in criticism of the former pastor but always point to the Pastor's accomplishments.
- The Board should not be too quick to make major changes (such as programs developed under the leadership of the former pastor).

Some hints to help bring about positive closure

- Announce well in advance that a special love offering will be taken for the former Pastor.
- Consult with the Pastor to offer assistance in the moving process.
- Give opportunity for each church department to make presentations to the Pastor.
- Encourage members of the congregation to submit cards or letters of appreciation.
- Arrange an evening when community pastors and other leaders can say good-bye.
- Arrange a sit-down banquet at which cards, letters and other expressions of appreciation are read. Humorous skits and speeches may help to ease the grieving. Pictures of events involving the Pastor and family could be on display. Special attention to the children of the Pastor may help them deal with moving away from home and friends.
- Arrange a final service involving the entire congregation and people of the community designed to honour the Pastor and family for their years of service.

Consider having an Interim Pastor

If there has been difficulty in the assembly leading up to the resignation of the Pastor, calling an Interim Pastor may provide a "cushion" for those who are grieving or troubled and pave the way for the coming of a new Pastor. Many suggest that a minimum of three months is needed between the last Sunday of the retiring Pastor and the first Sunday of the new minister. This gives the people a chance to release the last Pastor emotionally and begin afresh with the new Pastor.

THE CHURCH BOARD and THE DISTRICT PASTORAL LEADERSHIP DURING THE TRANSITION

Now that the Pastor has publicly resigned the pastorate and preliminary plans have been put in place for SAYING GOODBYE TO THE PASTOR and the Board has taken all necessary steps INVOLVING THE DISTRICT IN THE TRANSITION PROCESS, the Board should now give serious consideration to pastoral leadership during the transition. One major decision to be made is the type of pastoral care and leadership the congregation will require during the period until a Pastor is called. There are three basic types of pastoral leadership for such a time.

1. **Pulpit supply:** Various individuals may be invited by the Board, with the approval of or appointment by the Superintendent or designate, to provide leadership and ministry on Sundays. Whenever possible, continuity is advisable.
2. **Part-time Interim Pastor:** A credential holder with the PAOC may be invited by the Superintendent or designate to provide interim leadership on a part time basis. This is a sustaining ministry that ordinarily provides interim leadership and may include other pastoral duties (such as midweek and visitation) as determined by the Superintendent or designate in consultation with the Board. It is advised this arrangement be short term.
3. **Interim Pastor:** When there are circumstances that require more than a sustaining pulpit supply, an Interim Pastor may be appointed by the Superintendent or designate in consultation with the Board. The Interim Pastor should be highly trained, qualified and experienced in interim pastoral ministry, preferably an ordained credential holder with the PAOC and preferably a member of the Itinerant Ministries department of the District. Such ministry should include a covenant arrangement with specific goals and timeline agreed to by the Board in consultation with the Superintendent or designate. **It is understood that the Interim Pastor is not eligible to be a candidate for a call to the pastorate in that congregation.** This arrangement may be long term depending on the needs and circumstances facing the congregation.

Rationale for Interim Ministry

Interim ministry is an intentional ministry, designed to help a congregation get to a “state of readiness” for the next stage of its life in the community between pastors. Interim ministry recognizes that this is a time when a congregation may grow significantly in its self-understanding and ability to minister effectively in the community. It is a time when healing, grief management, closure, as well as leadership development may take place.

For a more comprehensive study of the role of the Interim Pastor, please turn to the INTERIM PASTOR section of the TRANSITION MANUAL.

THE CHURCH BOARD and THE DISTRICT BEFORE THE PASTORAL SEARCH COMMITTEE IS APPOINTED

Now that the Board and the Superintendent or designate have decided on the type of leader the church needs for PASTORAL LEADERSHIP DURING THE TRANSITION and an Interim Pastor or other leader has been appointed, it is time to consider the formation of the Pastoral Search Committee. But before the individual members of the Committee are chosen, the Board may consider the following matters:

Suggested Mission Statement for the Pastoral Search Committee

The Pastoral Search Committee is called to assess the spiritual, fellowship and ministry needs of the congregation now that the former Pastor has resigned and based on that assessment, to search for the most qualified candidate to lead the church in its future life and ministry.

Qualifications of the Members of the Pastoral Search Committee

Members must hold membership in good standing in the church and give evidence that they give regular financial support and be willing to cooperate with the Eastern Ontario District.

Members need to be persons who meet **most** of the following requirements:

Availability: Devoted to the task of weekly meetings and long hours.

Reputation: Have a good reputation in the church and in the local community.

Positive attitude: Have confident faith as they engage in this spiritual exercise.

Community: Have a deep appreciation for the community of fellow believers.

Experience: Have had experience and some leadership in the work of the church.

Discernment: Have an understanding of the assessment and search process.

Criticism: Be able to accept criticism as a positive element of group discussion.

Confidentiality: Have an understanding of the crucial aspect of confidentiality.

NOTE: See the document, CONFIDENTIALITY GUIDELINES in the following pages.

Listening: Have the grace to listen to the ideas and concerns of other members.

Focus: Be able to focus on the subject at hand under the leadership of the chair.

Communication: Have the ability to communicate ideas and concerns clearly.

Strength: Be strong enough to grapple with uncomfortable issues with grace.

Loving: Have a loving and charitable attitude toward the other committee members.

Knowledgeable: Have a knowledge of the spiritual and social needs of the people.

Visionary: Be able to think at times “outside the box” knowing God often works in new ways.

Cooperative: Be team players, working together in mutual respect and harmony.

Respectful: Have a deep respect for the office of the Pastor and their divine call.

Pentecostal: Have knowledge of and experienced the Baptism in the Holy Spirit.

Worshipful: Have an understanding of the value of worship and the Word of God.

Prayerful: Be dedicated to prayer, recognizing the goal of finding the will of God.

NOTE: The Board may consider having persons being considered for membership on the Pastoral Search Committee read these requirements, allowing them to decide if they feel they qualify. The Committee’s success will depend on qualified members.

THE PASTORAL SEARCH COMMITTEE CONFIDENTIALITY GUIDELINES

Maintaining confidentiality during the Pastoral Search process is **absolutely** essential in order to protect the interests of prospective candidates who may presently be serving as a pastor of a church or engaged in some other ministry. Should their names be divulged, their present position could be jeopardized. It is also important that persons other than the Chair or designate of the Committee, not contact any prospective candidates which might undermine the work of the Committee as a whole. For these reasons the following guidelines should be followed by the members of the Pastoral Search Committee:

1. All agenda items, minutes, discussions, documents, letters, names of prospective candidates, resumes and other Committee matters should be considered strictly confidential unless otherwise decided upon by the Chair and the Committee.
2. Spouses of Committee members should not be privy to any information pertaining to the Pastoral Search process or any of the prospective candidates. Such knowledge of Committee matters could seriously compromise the work of the Committee. All agendas, minutes, documents, letters and other printed matter should be returned to the Chair and/or the Secretary of the Committee following each meeting for safe keeping unless otherwise decided upon by the Chair and the Committee.
3. No member of the Committee should respond to any questions from any member of the congregation relating to the above matters unless authorized to do so by the Chair and the Committee. The Board may suggest a single answer, "I'm sorry, but I cannot answer that question. Please continue to pray for us..."
4. One member of the Committee should be assigned to provide regular updates giving authorized announcements from the Committee, for purposes of providing progress reports to the congregation from time to time.
5. Should any person, not serving on the Committee, reveal to any member of the Committee information that may be considered confidential, the matter should be brought before the Committee immediately in order to offset any damage that could occur.
6. Any member of the Committee who is not prepared to follow these guidelines, or whose spouse has violated these guidelines, should be prepared to offer their resignation to the Chair for a qualification review.

THE PASTORAL SEARCH COMMITTEE

PASTORAL SEARCH COMMITTEE MODELS

Now that the Board and the Superintendent or designate have appointed the leader to provide PASTORAL LEADERSHIP DURING THE TRANSITION and may have examined and adopted the general terms of the document, BEFORE THE PASTORAL SEARCH COMMITTEE IS APPOINTED, the Board may choose the type of Pastoral Search Committee that best suits the church. It is suggested that the number of committee members be limited to no more than nine.

The following models may assist the Board:

The Board Model

The Members of the Board may appoint themselves to serve as the Pastoral Search Committee. While this is a common practice, it may not prove to be the best option. The advantage is that the Board may be used to working together on difficult issues. The disadvantage may be that the congregation could feel left out of the process.

The Expanded Model

The Board may add some other qualified member(s) of the congregation to the Committee. The advantage is that the people may feel more represented and feel part of the process. The disadvantage may be that the Committee could be too large to make quick decisions.

The Representative Model

The Board may choose some of its own members but add others who may represent certain groupings in the church, such as gender, ethnic groups, youth, seniors or singles. The advantage is that the people may feel more represented, part of the process and a greater sense of church participation. The disadvantage may be that other groups could feel left out, ignored or neglected.

The Departmental Model

The Board may choose some of its own members but add representatives of departments. The advantage is that it may bring forth some needs and reveal weaknesses in the church. The disadvantage may be that the Committee may be too large to make broad decisions.

Sub-Committees

The Pastoral Search Committee should not exceed nine members. When it is deemed that greater representation is needed, the Board may appoint sub-committees that would be assigned to particular departments, groupings, or age levels, etc. in order to gain greater insight into the needs of the church. A member of the Pastoral Search Committee may be assigned to sit on each sub-committee to offer counsel and guidance. The sub-committees may report directly to the Pastoral Search Committee at its regular meetings.

NOTE: All persons chosen to serve on the Pastoral Search Committee and/or sub-committees, should generally meet the suggested criteria outlined in the document, BEFORE THE PASTORAL SEARCH COMMITTEE IS APPOINTED and have the approval of the Superintendent or designate.

THE PASTORAL SEARCH COMMITTEE

FORMING THE PASTORAL SEARCH COMMITTEE

Now that the Board and the Superintendent or designate have agreed on the PASTORAL SEARCH COMMITTEE MODEL the Board should then appoint the members of the Committee, choose the Chair and Secretary and outline their job descriptions.

Selecting the Chair

The Chair may be chosen in consultation with the Superintendent or designate from among the following: the Superintendent or designate, the Interim Pastor, a member of the Board, or another member of the church who has been appointed to serve on the Pastoral Search Committee. It is recommended that the designate or Interim Pastor be appointed as Chair. This may be the most important decision the Board makes.

Duties of the Chair

- Make prayer the highest priority personally, for the Committee and for the congregation.
- Study and familiarize the members of the Committee with the District Constitution, the Local Church Constitution, the Vision Statement and the TRANSITION MANUAL
- Arrange all meetings: time, place, agenda and notify all members well in advance.
- Keep the members of the Committee focused in harmony with the Vision Statement.
- Keep control of the information at meetings and continually insist on confidentiality.
- Be the contact person between the Committee and the Superintendent or designate, as well as with all sub-committees.
- Be responsible for:
 - bringing progress reports to the congregation on a regular basis
 - overseeing all surveys, church profiles, congregational self-studies and analysis of the same
 - contacting all candidates under serious consideration
 - contacting persons for all references submitted by the candidates
 - hosting candidates arriving for interviews
- Make sure that the Board has compensated the interviewed candidates for travel expenses.
- Present the name of the chosen candidate to the Board and the Superintendent or designate for their approval and offer assistance during the next step in the process.
- Dissolve the Committee once the chosen candidate has been presented to the Board.

Duties of the Secretary

- Work closely under the supervision of the Chair and show Committee support.
- Record all minutes of meetings of the Committee and sub-committees and see that they are held in a secure place, yet readily available to the members of the committees.
- Receive and send, as well as record, all written and E-mail correspondence.
- Prepare, analyze and report all surveys, church profiles and congregational self-studies.
- Develop a confidential file on each candidate and a current process summary record.

THE PASTORAL SEARCH COMMITTEE
ANNOUNCEMENT PRIOR TO THE APPOINTMENT OF THE PASTORAL
SEARCH COMMITTEE

(This is a sample announcement by the Board that may be made to the congregation prior to the appointment of the pastoral search committee. The Board may be free to create its own wording.)

Good morning! As spokesperson for the Board and the Eastern Ontario District, I have been asked to make the following announcement:

As you know, we have said goodbye to Pastor _____ and family and have bid them a fond farewell. Now we are aware that you may be anxious about the future of our church and who will become our new pastor.

First of all, the District Constitution states that when the pastor has resigned, the District Superintendent becomes the pastor of the church until a new pastor is elected. We all know then that our church is in good hands.

In consultation with the District Superintendent (**or designate**) several important decisions have been made for this period of transition:

The Superintendent has recommended to the Board, and the Board has agreed that Rev. _____ will serve as our Interim Pastor during the transition. (**refer to the page titled, PASTORAL LEADERSHIP DURING THE TRANSITION, for other options**). We welcome his leadership. He will lead us in the same role as our previous pastor. He will begin his ministry with us on Sunday _____.

The Board will soon appoint members to the Pastoral Search Committee. We ask that you support them with your confidence and prayers.

The Board has appointed our Interim Pastor to be Chair of the Board and Chair of the Pastoral Search Committee. (**optional**)

The Board has adopted in principle the District's TRANSITION MANUAL- A GUIDE FOR CHURCHES IN TRANSITION. The Pastoral Search Committee is free to adapt this manual to suit our unique needs.

As we begin this transition process the Board asks two commitments of each of you:

1. Please understand that we all must abide by very strict rules of confidence because the matters that will be before us are very sensitive, especially as they relate to the names of candidates and the churches they may be serving as pastors. Please do not ask any member of the Committee to reveal such confidential information.
2. We will call upon you to enter into times of fasting and prayer during the process.

God bless you as we blend our hearts in unity during these challenging and exciting days.

**THE PASTORAL SEARCH COMMITTEE
REFERENCE LIBRARY**

Now that the Pastoral Search Committee has been appointed, the members may find one or more of these books helpful in the coming process.

CHOOSING A NEW PASTOR – THE COMPLETE HANDBOOK by Dr. Henry Virkler, (Nelson Publishers, \$16.95)

If the budget is tight and only one book could be purchased for the Committee members then this would be the book to buy. (paperback - 250 pages)

THE COMPLETE SEARCH COMMITTEE GUIDEBOOK by Robert Dingman. (Regal Books, \$12.95)

Another excellent book written from the perspective of a professional executive and churchman who has served on a transition committee in his own church. (paperback - 258 pages)

FINDING A PASTOR – THE SEARCH COMMITTEE HANDBOOK by Theodore A. McConnell. (Winston Press, \$7.99)

A very concise, but good work. (paperback - 87 pages)

SO YOU'RE LOOKING FOR A NEW PREACHER by Elizabeth Achtemeier. (Eerdmans Publishers, \$7.95)

The strength of this little book is found in the help it gives to the committee in assessing sermons by candidates. (paperback - 62 pages)

MASTERING TRANSITIONS by Ed Bratcher, Robert Kemper, Douglas Scott. (Multnomah, Portland, Oregon, \$16.95)

The book is written by the pastor, to help through the transition period.

WHEN IT'S TIME TO MOVE-A GUIDE TO CHANGING CHURCHES by Paul Robbins (Word Books, \$20.00)

This book is written from the perspective of the clergy person.

THE PASTORAL SEARCH COMMITTEE CONGREGATIONAL SURVEY

Now that the Board has undertaken the task of FORMING THE PASTORAL SEARCH COMMITTEE, the Committee may choose to conduct a Congregational Survey. The Committee may not truly know what the congregation is looking for in a new Pastor until they give the congregation an opportunity to express their concerns, needs, involvement and vision for their church.

A Congregational Survey may also give the congregation a sense of taking ownership in the ministry of the church and their participation in the choice of the new Pastor. The Survey should be distributed as widely as possible among the congregation.

The Congregational Survey may include some of the following questions taken from an extensive survey used in a successful pastoral search in the Eastern Ontario District:

- Personal Identification (the church may pick up some key information for its data base)
- Personal Information (the church may gain further information for its personal files)
- Areas of Involvement in the church (the church may see who is too busy and who is not)
- How would you rate our church in each of the listed areas (20 areas listed)
- What top three gifts and qualities would you look for in a pastor, apart from strong communication and pastoral care skills? (26 listed)
- What level of education should the new pastor have? (7 levels listed)
- What age bracket would you prefer the new pastor to be in? (5 brackets listed)
- Comments and Suggestions
- The Pastoral Search Committee may create its own Congregational Survey or it may choose to use the CONGREGATIONAL SURVEY in the following pages. This Survey may be used simply as a guide. Other questions may be added to suit the unique nature of the church.

Whichever form is used, it may benefit of the Committee to record the answers in a Tabulation Sheet for use as a quick reference as part of the process.

**THE PASTORAL SEARCH COMMITTEE
ANNOUNCEMENT EARLY IN THE PROCESS**

(This is a sample announcement by the Pastoral Search Committee to update the congregation on the progress of the pastoral search. The Committee may be free to create its own wording)

Good morning! As the spokesperson for the Pastoral Search Committee, I have been asked to make the following announcement and request your help in the search process.

The Pastoral Search Committee has met on _____ occasions and taken some important steps in the process of searching for a new pastor. But we have only just begun.

In the early stage of this pastoral search, as members of the congregation, you can be of great assistance to the Committee. The Committee hopes that you will participate and your participation will give you some sense of ownership in the process.

The Committee has created a CONGREGATIONAL SURVEY form that will be made available to you (state the time and place). The following requested information and questions are a small sample of what is contained in the Congregational Survey:

- Personal identification and personal information (This will help us to update our data base)
- Areas of church involvement (This will help us determine the strength of our volunteer support)
- How would you rate our church? (a list of categories will assist you in answering this question)
- What ten gifts or qualities would you look for in a pastor?
- What level of education should the new pastor have?
- What age bracket would you prefer the new pastor to be?

Please take about thirty minutes of your time to fill out the form, seal it in the envelope provided and return it to the church office by _____.

date

Thank you for your participation in our search for a new Senior Pastor.

Please be much in prayer as we unite together and the search process unfolds.

**THE PASTORAL SEARCH COMMITTEE
CONGREGATIONAL SURVEY FORM**

Dear Member or Adherent: Now that the Board has appointed the Members of the Pastoral Search Committee, the Committee hereby extends you the opportunity to participate in the Pastoral Search process. This survey is part of that exercise. Your answers, comments and suggestions will be used by the Pastoral Search Committee in its search for a new Pastor. If you would like to assist the Committee, you are free to answer any or all of the following questions:

1. IDENTIFICATION: Please fill in this section for follow-up purposes when required.

Family name _____ First name _____ Initial _____

Address _____ City _____ Postal code _____

Phone: Home (____) _____ Work (____) _____ Cell (____) _____

Fax (____) _____ E-mail _____

2. PERSONAL INFORMATION (Please check)

Age (15-19) ____ (20-29) ____ (30-39) ____ (40-49) ____ (50-59) ____ (60-69) ____ (70 or over) ____

Married ____ Spouse attends this church ____ Single ____ Comments: _____

Number of children attending this church ____ Ages of children (____) (____) (____) (____) (____)

3. OCCUPATION _____ Comments: _____

4. YOUR LEVEL OF EDUCATION COMPLETED

High School ____ Vocational ____ College ____ University ____ Bible College ____ Post Graduate ____

5. PLEASE INDICATE WHICH AREA YOU ARE INVOLVED IN AT THIS CHURCH:

Board ____ Benevolence ____ Children's Ministry ____ Committee work ____ Which Committee _____

Greeting ____ Men's Ministry ____ Music ____ Offering Team ____ Outreach ____ Ushering ____ Worship Team ____

WM ____ Youth ____ Young Adults ____ Other _____

Comments _____

**6. HOW WOULD YOU RATE OUR CHURCH IN EACH AREA?
(On a scale of 1 to 10 – with 1 being poor and 10 being excellent)**

Accepting ___ Caring ___ Charismatic ___ Community Outreach ___ Contemporary ___ Evangelistic ___
Family Oriented ___ Friendly ___ Joyful ___ Musical ___ Organized ___ Peaceful ___ Pentecostal ___
Quality of teaching ___ Respect for Leadership ___ Respected in the Community ___ Responsive ___
Traditional ___ Worshipful ___ Comments _____

7. IF YOU WERE ON THE PASTORAL SEARCH COMMITTEE, WHAT TOP THREE GIFTS AND QUALITIES WOULD YOU LOOK FOR IN A NEW SENIOR PASTOR, APART FROM STRONG COMMUNICATION AND PASTORAL CARE SKILLS?

Please list in order of priority (3 being most important, 2 being next important and 1 being least important)

Evangelistic preaching and reaching out for souls ___ Expository preaching and teaching ___ Strong leader ___
Inspirational ___ Vision ___ Diligence ___ Honesty ___ Relationship with the Board ___ Humility ___
Non-judgmental ___ Adaptable ___ Sense of humour ___ Approachable ___ Good administrator ___
Loving ___ Emphasis on renewal or revival ___ Emphasis on miracles and healing ___ Missions ___
Developing leadership ___ Emphasis on prayer and intercession ___ Children ___ Body ministry ___
Emphasis on ministry to youth, young adults, single parents, singles, families ___ Seniors ___ The poor ___
Emphasis on the Holy Spirit and the gifts of the Spirit ___ Involvement with other churches and ministries in the community ___

Additional Comments: _____

8. WHAT LEVEL OF EDUCATION SHOULD THE NEW PASTOR HAVE? (check one)

Bible College only ___ Bible College degree ___ Seminary degree ___ University degree ___ Length of pastoral experience only ___ Missionary experience only ___ Other _____

Comments: _____

9: WHAT AGE BRACKET WOULD YOU PREFER THE NEW PASTOR TO BE IN?

(20-29) ___ (30-39) ___ (40-49) ___ (50-59) ___ (60- 69) ___ Comments: _____

10. PLEASE FEEL FREE TO MAKE FURTHER COMMENTS OR SUGGESTIONS:

THE PASTORAL SEARCH COMMITTEE CONGREGATIONAL SELF-STUDY

Now that the Pastoral Search Committee has distributed the CONGREGATIONAL SURVEY to the members and adherents for their input in the process, the Committee may consider conducting a Congregational Self-Study, often called a Church Profile. The Congregational Self-Study may be comprehensive, involving the participation of the Board, the Secretary and Treasurer, the heads of the departments and ministries of the church, as well as those who may have held leadership roles in the church over the years.

The purpose of the Congregational Self-Study is to compile information that may present a profile of the church showing the performance of the church over the years, the condition of the church at the moment, the church's strengths and weaknesses, as well as what is needed to bring the church forward over the next five to ten years or so.

The Congregational Self-Study may be designed to obtain the following information:

- Has there been a study of the demographics of the community? If not, why not?
- Is there a published history of the church (a sub-committee could compile one)
- Is there a list of former pastors and the dates they served the church?
- Has there been a study as to why former pastors have left the church?
- Has the church acted responsibly in the care and remuneration of the pastors?
- What kinds of things did the former pastors do particularly well or poorly?
- Is the governance of the church well suited for these contemporary times?
- Has there been a review of church's ministries and programs used over the years?
- Has there been a review of present ministries and programs and are they working?
- Is there a printed financial status of the church and each of its departments?
- Has the church been faithful in the principles of tithing, doctrine and holiness?
- If the attendance has increased or declined, what have been the reasons?
- Is the present worship style acceptable to the congregation? If not, why not?
- What may be the goals of this church for the next five to ten years?
- Is the church well balanced in its outreach to the community and missions ministry?
- Is there a good relationship between the congregation, the leadership and Board?
- Has the church met the basic principles outlined in the church's Mission Statement?

The Pastoral Search Committee may create its own Congregational Self-Study or it may choose to use the CONGREGATIONAL SELF-STUDY in the following pages. This Self-Study form may be used only as a guide. Other questions may be added to suit the unique nature of the church.

Whichever form is used, the Committee may be advised to distribute a copy of the completed Self-Study to each member of the Committee for prayerful examination.

**THE PASTORAL SEARCH COMMITTEE
CONGREGATIONAL SELF-STUDY FORM**

Name of Church: _____

Mailing Address: _____ City _____ Province _____

Postal code _____ Phone () _____ Fax () _____ E-mail _____

Website _____ Date _____

Position available: Senior Pastor () Assist. Pastor () Youth Pastor () Other _____

Salaried staff: Full time: _____ Part time: _____

Chair of the Board: _____ Home phone () _____

Members of the Board: _____

Chair of the Search Committee: _____ Home phone () _____

Work () _____ Cell () _____ E-mail _____

Committee members: _____

Record of last four pastors: Name:	Date of service:
_____	_____
_____	_____
_____	_____
_____	_____

Service Times: SS () AM () PM () Mid-Week/Day _____ Time ()

Church Attendee Statistics - Membership

10 Years Ago () 5 Years Ago () This Year ()

Church Attendee Statistics - Adherents

10 Years Ago () 5 Years Ago () This Year ()

Age %: Under 20 () 20-29 () 30-39 () 40-49 () 50-59 () 60-69 () Over 69 ()

Church Growth Statistics (including children)

	10 Years Ago	5 Years Ago	This Year		10 Years Ago	5 Years Ago	This Year
Services: AM	()	()	()	PM	()	()	()

Sunday School () () () Mid-week () () ()

Children’s Programs / Organizations - attendees (Ages 3-12)

Kid’s (Super) Church () Mid-Week _____ () VBS () Other _____ ()

Youth Programs / Organizations – attendees (Ages 13-24)

Jr, High () Sr. High () Young Adults () Other _____ ()

Adults: WM Monthly () Quarterly () MF Monthly () Quarterly ()

Small Groups: Yes () No () Number () Attendance () Other _____ ()

Type of community served: Rural () Town () Small city () Metropolitan city ()

People profile: factory workers () business type () farmers () professionals () retired ()

Community Outreach: In what ways has the church reached out in evangelism?

Cooperative outreach: In what ways has the church reached out with other churches?

List 3 strengths of this congregation: _____

List 3 issues facing this congregation: _____

Check six of these areas you consider of highest priority for the incoming pastor Administration ()
 Visitation () Children () Youth () Adults () Evangelism () Preaching () Worship () Community ()
 Counseling () Missions () Families () Discipleship () Groups ()

The new pastor: Age preference: 20-29 () 30-39 () 40-49 () 50-59 () 60-69 () 70 + ()

Education level: Bible College only () BC with degree () Seminary degree () University ()

Facilities: Are the buildings adequate? Yes () No () Does the church plan a major capital expenditure? Yes () No () If yes, explain _____

Pastor's study: In church () In Parsonage () Other () _____

Is there mortgage indebtedness? Yes () No () Current amount of mortgage \$ _____

What is the annual debt retirement payment? \$ _____ Date of total debt retirement _____

Does the church own a parsonage? Yes () No () Market value \$ _____ Rental value \$ _____

Value of other properties owned by the church \$ _____ Total market value \$ _____

Total amount of other current debts \$ _____ Monthly payments \$ _____ Yearly \$ _____

Total income: (all depts) 2 years ago \$ _____ Last Year \$ _____ This year \$ _____

Total giving \$ _____ divided by average AM attendance _____ = \$ _____ per person

Does the church tithe of its General Fund to the District? Yes () No () Explain _____

Does the church receive financial assistance from the District? If so, how much \$ _____

Missions income: 2 years ago \$ _____ Last year \$ _____ This year \$ _____

Budget: (all depts) 2 years ago \$ _____ Last year \$ _____ This year \$ _____

Missions budget: 2 years ago \$ _____ Last year \$ _____ This year \$ _____

Pastor's compensation: Salary: Last year \$ _____ Next year \$ _____ Phone Yes () No ()

Housing allowance: Last year \$ _____ Next year \$ _____ Utilities Yes () No ()

Benefits: Pension: Matching % () Life insurance: Yes () No () Health Ins. Yes () No ()

Car allowance: Yes () Amount \$ _____ Book allowance: Yes () No () Amount \$ _____

Continuing education: Yes () No () Amount \$ _____ Hospitality: Yes () No ()

Estimated total annual compensation: \$ _____

Customary Christmas love offering: Yes () No () **Housing loan available:** Yes () No ()

COMMENTS: _____

THE PASTORAL SEARCH COMMITTEE SEARCH FOR POTENTIAL CANDIDATES

When the results of the CONGREGATIONAL SURVEY and the CONGREGATIONAL SELF-STUDY have been tabulated and thoroughly studied, it may be time for the Pastoral Search Committee to determine if the church is ready to search for a new Pastor. The Committee may be advised to share these findings with the Superintendent or designate as well as with the Board to obtain their counsel on the readiness of the church.

Pastor Profile

The Committee may prepare a Pastor Profile based on prayer, as well as the findings of the CONGREGATIONAL SURVEY and the CONGREGATIONAL SELF-STUDY.

NOTE: See **DEVELOPING A PASTOR PROFILE** provided in the following pages.

Sources of names of potential candidates

Once it is determined that it is time to proceed and an in-depth study of the Pastor Profile has been made, the Committee may now look to the following sources for the names of prospective candidates for the office of Pastor:

- If a member of the pastoral staff has expressed interest in being considered as a candidate, the Committee should consider that person first, before proceeding to review any applications at hand or search for names of other prospective candidates.
- The Superintendent or designate may have several names of suitable candidates in their files and may forward them to the Committee for consideration upon request.
- The Pastoral Search Committee itself may have names it wishes to consider.
- The Pastoral Search Committee may have already received the names of other persons who may wish to be considered as prospective candidates.
- The Committee may wish to invite the members of the congregation to suggest the names of persons they wish to have considered. In this case the congregation needs to understand that they must not divulge these names to anyone other than to the Committee or contact the suggested person for their permission to submit their name. Contacting potential candidates is the sole responsibility of the Pastoral Search Committee.

Resumes

All applicants for the position of Pastor should submit a current resume, including the names of at least three references. The references should not be members of their immediate or extended family.

Acknowledging the applications

The Secretary of the Pastoral Search Committee should write a letter or email to each applicant, acknowledging receipt of their application. The Secretary should be careful not to make any commitment or predict how the Committee would deal with the application.

Superintendent or designate Approval

The Committee should seek the approval of the Superintendent or designate before putting forward the name of any potential candidate for serious consideration.

THE PASTORAL SEARCH COMMITTEE
SAMPLE LETTER TO PERSONS SUBMITTING THEIR APPLICATION FOR THE
POSITION OF SENIOR PASTOR

(Letterhead of the Church)

(Date)

(Name of Applicant)

(Address of Applicant)

Re: Receipt of application for the position of Senior Pastor

Dear _____
(Name of Applicant)

Christian greetings!

Thank you for submitting your application to _____ for the position of Senior Pastor.
(Name of Church)

We appreciate your interest in the future ministry of our Church.

We have taken the liberty of placing your name on the list of candidates who have expressed an interest in the position.

Should we desire to proceed further with your application, we will call you directly to arrange an interview.

We wish you God's blessing!

Yours in Christ,

(Signature of the Secretary)

(Printed name of the Secretary)
Pastoral Search Committee

cc: _____
(Name of the Chair)

THE PASTORAL SEARCH COMMITTEE
SUGGESTED NOMINATION FORM
(For Congregational Use)

Dear Member or Adherent:

The time has come when the Pastoral Search Committee is seeking names of persons who may be considered as nominees for the office of Senior Pastor. The Committee wishes to give the members and adherents the opportunity to submit names of suggested nominees.

The following conditions must be agreed to by the member or adherent, hereinafter called the nominator. If the nominator agrees to these conditions, they must sign their name below.

- The nominator must be in good standing in this Church.
- The nominator must have reason to believe that the suggested nominee holds a current ordination credential with The Pentecostal Assemblies of Canada.
- The nominator must have reason to believe that the suggested nominee has the qualifications necessary to shepherd this body of believers in the ways of the Lord.
- The nominator must not suggest the name of a nominee who is either a member of their immediate family or the extended family, or even a close friend.
- The nominator must not contact the suggested nominee or in any other way reveal that their name has been submitted.
- The nominator must not share the name of the suggested nominee with anyone.
- The nominator must agree that it is the sole responsibility of the Pastoral Search Committee and the Board of the Church to put forward, or not put forward, the name of any suggested nominee during the pastoral search process.
- The Committee is not obliged to give reasons for the acceptance or rejection of the name of the suggested nominee, or to respond to the nominator if it so chooses.

If you, the nominator, agree to the conditions as set out above, please sign below.

Signature of the nominator _____ Date _____

.....
(Please print)

I wish to suggest the name of _____ (Committee use)
to be considered as a nominee for the office of Senior Pastor. _____

Address of suggested nominee _____

My name _____ E-mail _____

My signature _____ Phone () _____

(Note: Please place this completed form in the envelope provided and return it to the Church office)

THE PASTORAL SEARCH COMMITTEE DEVELOPING A PASTOR PROFILE

Now that the Pastoral Search Committee has begun the SEARCH FOR POTENTIAL CANDIDATES it may be the time for developing a Pastor Profile as it seeks to define more clearly the kind of Pastor that would best suit the congregation. There are three basic areas that should be examined when developing such a profile:

Biblical Qualities:

The following 12 points summarize biblical qualities required for pastoral leaders as found in 1 Timothy 3 and Titus 1:

1. Personal character above reproach from within and without the church.
2. Thoughtful, dignified, and self controlled.
3. Not a new believer.
4. Not a drunkard.
5. Not violent, quick-tempered, quarrelsome, arrogant or overbearing.
6. Not a lover of money or a pursuer of dishonest gain.
7. Gentle in their dealings with others.
8. Upright and holy in their life before God.
9. Loves what is good.
10. Holds to the principles of faithful monogamy.
11. Hospitable and one who enjoys the company of others.
12. An apt teacher who has matured in their knowledge in the faith, holds down firm in sound doctrine and can impart it to others, and can refute those who oppose it.

Psychological Qualities:

Even though a pastor may pass all the biblical qualities, their personality, vision of ministry, and leadership style may not meet the expectations of the congregation. The Committee may wish to define what kind of person would best meet the needs and expectations of the church. The Committee may want to make the following distinctions:

Leaders develop new visions for the congregation ♦ Managers maintain those visions.
Leaders are generally willing to take risks ♦ Managers are cautious about taking risks.
Leaders tend to inspire others to do the work ♦ Managers may be more detail oriented.
Leaders have a high emotional approach to ministry ♦ Managers are more moderate.
Leaders may not always have wide support ♦ Managers tend not to create excitement.

Congregational Survey and Congregational Self-Study:

The Committee may wish to once again review the results of the Congregational Survey and the Congregational Self-Study to determine if each of the applicants would come close to meeting the biblical and psychological qualities outlined above. Since each church has its own character and vision, a pastor who has done well in another church may not have the qualities to succeed in this church. Much discernment is needed. *As of the 2008 General Conference it is also possible for credential holders to be divorced and remarried with the former partner still living or married to a person who is divorced and has a former partner still living, but only under very specific and biblical circumstances. Consideration should be given to this issue and a determination made prior to actually receiving resumes and conducting interviews of potential candidates.*

THE PASTORAL SEARCH COMMITTEE
PASTORAL PROFILE FORM FOR THE COMMITTEE

Now that the Pastoral Search Committee has considered the principles set out in DEVELOPING A PASTOR PROFILE, the Committee may find it helpful for its members to work through the **Pastoral Profile Form For The Committee**. The Committee also may find it helpful to use a computer to calculate the answers. Using the principles outlined in the document, DEVELOPING A PASTOR PROFILE as a base, please answer the following specific questions

What are the **personal** qualities you feel are most important in a prospective pastor?

What are the **spiritual** qualities you feel are most important in a prospective pastor?

What are the **administrative** qualities you feel are most important in a prospective pastor?

What other qualities would be required of a pastor to meet the specifications of the church profile?

Indicate the importance that should be placed on the following qualities and attributes of a pastor:
(Indicate from 1 to 10; 1 being of least importance; 10 being of most importance.)

A fervent prayer life	_____	A love for people and families	_____
Ability to work with ethnic people	_____	Disciplined study habits	_____
Solid Biblical preaching	_____	Emphasis on true Biblical worship	_____
Solid Biblical teaching ability	_____	Family relates well to church	_____
Emphasis on Pentecostal distinctives	_____	Ability to cast vision for the church	_____
Thoroughly Pentecostal	_____	Balance of spiritual manifestations	_____
Marriage counseling ability	_____	Pre-marriage counseling experience	_____
Interest in small group leadership	_____	Having a missionary vision	_____
Understanding financial matters	_____	Understanding budget matters	_____
Ability to work well with the board	_____	Ability to inspire staff and leaders	_____
Ability to create and work with teams	_____	Ability to accept criticism with grace	_____
Some years experience as Senior Pastor	_____	Proven track record as a Senior Pastor	_____
Ability to handle administrative affairs	_____	Patience and calmness under stress	_____
Shows a warm, captivating personality	_____	Enjoys social events and fellowship	_____
Interest in community outreach	_____	Interest in working with other churches	_____
Given to hospitality	_____	Respect for the opinions of others	_____
Demonstrates a gentle spirit	_____	Shows a discreet sense of humour	_____
Graduate of Bible College	_____	Having a Bible College degree	_____
Having a seminary degree	_____	Having a university degree	_____

Name of the member of the Committee _____

THE PASTORAL SEARCH COMMITTEE
PASTORAL ACTIVITY FORM FOR CHURCH NEEDS

The purpose of this form is to assist the Pastoral Search Committee in determining the ten most important skills needed for pastoral leadership gathered from the information found in the CONGREGATIONAL SURVEY, the CONGREGATIONAL SELF STUDY, as well as the PASTORAL PROFILE FORM FOR THE COMMITTEE.

The members of the Committee should select only the ten most important skills from the list below, and then rate them in order of priority by dividing a total of 50 points among them.

- Evangelism** (Relating the Gospel and training others to do the same) _____
- Personal and Spiritual Development** (Providing resources and guidelines) _____
- Leadership Development** (Training of leaders for the church programs) _____
- Leading Worship** (Planning, leading, and sharing worship services) _____
- Leadership in Prayer** (Showing example and leading in prayer and prayer groups) _____
- Holy Spirit Emphasis** (Leading the church in manifesting the gifts of the Spirit) _____
- Preaching** (Balanced preaching: evangelistic, expository, extemporary etc.) _____
- Teaching** (Given to teaching the Scriptures and practical Christian living) _____
- Administration** (Managing the affairs of the congregation and its organization) _____
- Vision Casting** (Ability to cast a vision and its implementation) _____
- Program Development** (Establishing goals, organizing and implementing programs) _____
- Small Group Leadership** (Establishing and giving leadership to small groups) _____
- Stewardship** (Providing leadership in the use of material and spiritual resources) _____
- Equipping Church Members** (Training and guiding members in sharing their talents) _____
- Christian Education** (Giving oversight to Christian education throughout the church) _____
- Counseling** (Providing specialized assistance to persons needing guidance) _____
- Visiting** (Calling in homes, hospitals, institutions, community and in times of crisis) _____
- Community Leadership** (Organizing the meeting of needs of the poor and addicted) _____
- Mission Outreach** (Promoting evangelism and missions at home and abroad) _____
- Inter-Church Cooperation** (Working in inter-denominational programs and activities) _____
- Denominational Service** (Representing the church by sharing in the work of the District) _____

NOTE: Identifying the skills with the most points may assist the Committee in the choice of the top ten prospective candidates for the position of pastor.

THE PASTORAL SEARCH COMMITTEE COMPILING THE LIST OF CANDIDATES

Now that the Pastoral Search Committee has done the SEARCH FOR POTENTIAL CANDIDATES; undertaken DEVELOPING A PASTOR PROFILE; explored the possibility that a member of the staff may have expressed interest in being considered as a candidate; assume that the Committee has a large number of applications and resumes on hand and having established a cut-off date for applications, it may be time to begin **Compiling The List Of Candidates**.

Individual File Folder

- The Chair and Secretary should each have a file folder on each potential candidate.
- Each file should contain the application (or letter) received from the potential candidate with a copy of their resume, as well as a copy of all correspondence with the candidate, along with any notations pertaining to the discussions regarding the candidate. The Committee may decide that each member of the Committee should also have a file folder on each potential candidate.

Process Summary Sheet

It might be helpful to include a Process Summary Sheet in each file on which a record is kept on what has been done and what has not been done in processing the candidate.

NOTE: See the sample PROCESS SUMMARY SHEET in the following pages.

Screening the Candidates

- Make sure that all potential candidates have been screened by the Superintendent or designate. Any candidate that does not pass this screening test should be informed in a discreet way by letter that they are not under further consideration.
- Make a list of all the approved candidates, regardless of how many in hand.
- Spend time seriously praying over the list of candidates for clear divine guidance.
- Screen out all those applicants who are obviously not suitable for the position.
- Make a list of not more than ten candidates for more serious, prayerful consideration.
- Reduce the list to not more than five candidates for even deeper consideration.
- Then have each Committee member write down their top three choices for the position.
- Seek unanimous agreement on the top three candidates to be contacted for the position.
- Designate certain members of the Committee to contact references which the candidates have supplied in their resumes. Be careful to write down the responses. These responses should be distributed to the each member of the Committee for prayerful examination in advance of the next meeting of the Committee.

NOTE: See the sample TELEPHONE REFERENCE INTERVIEW FORM in the following pages.

**THE PASTORAL SEARCH COMMITTEE
PROCESS SUMMARY SHEET**

The purpose of the PROCESS SUMMARY SHEET is to record what has been done by the Pastoral Search Committee in processing pastoral candidates. (Write Yes or No)

Name of Candidate: _____ Phone () _____

1. Has the Candidate's application/resume been received? _____ Date received _____
2. Has the initial verification letter been sent? _____ Date sent _____
3. Has the Superintendent or designate given approval? _____ Date approved _____
4. Have the top **ten** Candidates been chosen? _____ Date chosen _____
5. Has this candidate been eliminated at this point? _____ Date eliminated _____
6. Has the elimination letter been sent to the Candidate? _____ Date sent _____
7. Have the top **five** candidates been chosen? _____ Date chosen _____
8. Has this Candidate been eliminated at this point? _____ Date eliminated _____
9. Have the top **three** Candidates been chosen at this point? _____ Date chosen _____
10. Have all the telephone references been completed? _____ Date completed _____
11. Have the sermon evaluations been completed? _____ Date completed _____
12. Has this Candidate been eliminated at this point? _____ Date eliminated _____
13. Has this Candidate been chosen to be contacted? _____ Date chosen _____
14. Has this Candidate been notified of the decision? _____ Date notified _____
15. Has a telephone interview been conducted? _____ Date conducted _____
16. Has a person to person interview been conducted? _____ Date conducted _____
17. Has a second person to person interview been conducted? _____ Date conducted _____
18. Has a third person to person interview been conducted? _____ Date conducted _____
19. Has this Candidate accepted the position of Pastor? _____ Date accepted _____
20. Has a second letter been sent indicating the Candidate's status? _____ Date sent _____

**THE PASTORAL SEARCH COMMITTEE
TELEPHONE REFERENCE INTERVIEW FORM**

Applicant's Name _____ Interviewer's Name _____

Recommender's Name _____ Phone () _____ Date _____

How long have you known the Applicant? _____ In what capacity?

Have you known the Applicant: Slightly ___ Moderately well ___ Very Well ___

Please circle below as follows:

Exceptional (5) Above Average (4) Average (3) Below Average (2) Serious Deficiency (1) Do not know (0)

Preaching ability	5 4 3 2 1 0	Worship-leading ability	5 4 3 2 1 0
Teaching ability	5 4 3 2 1 0	Ability to develop vision	5 4 3 2 1 0
Ability to motivate others	5 4 3 2 1 0	Ability to develop other's gifts	5 4 3 2 1 0
Ability as an administrator	5 4 3 2 1 0	Earns loyalty from staff	5 4 3 2 1 0
Cares deeply for people	5 4 3 2 1 0	Available and visible to people	5 4 3 2 1 0
Works well with Board	5 4 3 2 1 0	Supervises others effectively	5 4 3 2 1 0
Manifests gentleness	5 4 3 2 1 0	Having good self-control	5 4 3 2 1 0
Given to hospitality	5 4 3 2 1 0	Works without supervision	5 4 3 2 1 0
Shows open-mindedness	5 4 3 2 1 0	Tolerant of others' opinions	5 4 3 2 1 0
Not overly sensitive	5 4 3 2 1 0	Willing to bear criticism	5 4 3 2 1 0
Marriage appears strong	5 4 3 2 1 0	Family relate well to church	5 4 3 2 1 0

Possible problem areas:

Do you know of problems in the following areas? (If yes, interviewer should note on back page)

Fails to discipline the children? _____	Has difficulty with anger or frustration? _____
Fails to exercise self-discipline? _____	Spends beyond one's means? _____
Suffers from low energy levels? _____	Suffers from anxiety and fear? _____
Seems overly dependent on others? _____	Suffers from low self-esteem? _____
Appears to be manipulative? _____	Seems shy and withdrawn? _____
Seems pushy and aggressive? _____	Often seems impulsive and hasty? _____

Other questions:

What is the Applicant's attitude toward missions? _____

Would you ever want the Applicant to be your pastor? _____

What other comments do you wish to make about the Applicant? _____

To what degree would you recommend the Applicant to be our pastor?

Highly recommend _____ Recommend somewhat _____ Recommend with reservations _____

Do not recommend _____ Comment: _____

THE PASTORAL SEARCH COMMITTEE VISITING THE PROSPECTIVE CANDIDATE

Now that the Pastoral Search Committee has reviewed the document COMPILING THE LIST OF CANDIDATES and has chosen the top five candidates, it may be time to consider sending a team of observers to visit some, if not all, of the candidates ministering in their own church setting. The following guidelines may prove helpful:

Confirming the Date

The Committee should ascertain if the candidate will indeed be speaking on the specific date. Care should be taken not to divulge to anyone the reason the inquiry is being made.

Choosing the Observers

The Committee should choose at least two of its members as observers. An observer should not be a member of the immediate family, or the extended family, or even a close friend of the candidate to be visited. The observers should be thoroughly briefed on the purpose and rules of the assignment. Strict confidentiality should be insisted upon.

Appearance at the Setting

The observers should agree to the following suggestions in order not to draw attention:

- Dress somewhat casually.
- Arrive slightly late so as not to become engaged in conversation with any members of the congregation. 3) If asked their reason for visiting the church, simply reply “I am in the city this weekend and wanted to visit your church.”
- Sit at or near the back of the congregation.
- Try not to appear to be studying or examining the congregation, the pastor or taking notes.
- Participate freely in worship.

What to look for during the Preliminaries

The observers should look for the following things during the preliminaries. Please circle below as follows: Exceptional (5) Above average (4) Average (3) Below Average (2) Serious deficiency (1) Do not know (0)

Do the preliminaries appear to be well organized yet free flowing?	5	4	3	2	1	0
Does there appear to be opportunity for the Holy Spirit to move in the program?	5	4	3	2	1	0
Does the congregation appear to be enjoying and participating in the service?	5	4	3	2	1	0
Does the leadership team appear to be working together in harmony and purpose?	5	4	3	2	1	0
Does the pastor (candidate) appear to have a basic knowledge of worship and music?	5	4	3	2	1	0
Does the pastor (candidate) appear to be a strong yet loving leader?	5	4	3	2	1	0
Does the pastor (candidate) appear to have a relaxed and pleasing personality?	5	4	3	2	1	0
Does the pastor (candidate) appear to have a balanced appeal for finances?	5	4	3	2	1	0

Sermon Evaluation

The observers should be given a sermon evaluation form to be completed within hours.

NOTE: A suggested SERMON EVALUATION FORM is provided in the following pages.

THE PASTORAL SEARCH COMMITTEE
SERMON EVALUATION FORM

Candidate's name _____ Observer's name _____

Circle as follows: Exceptional (5) Above average (4) Average (3) Below average (2) Poor (1)

Demeanor: Appearance when approaching the podium and during sermon	5	4	3	2	1	0
Opening remarks: Discreet, relaxed and appropriate	5	4	3	2	1	0
Speech: Clear and distinct	5	4	3	2	1	0
Sermon introduction: Captivating and interesting	5	4	3	2	1	0
Reading of Scripture: Clear and commanding	5	4	3	2	1	0
Use of Scripture throughout sermon: Relevant and meaningful for audience	5	4	3	2	1	0
Logical continuity: Points logically built and followed one another	5	4	3	2	1	0
Clarity: Points were clear and well understood	5	4	3	2	1	0
Self disclosure: Speaker used himself as an illustration appropriately	5	4	3	2	1	0
Relational: Speaker seemed to relate well to the audience	5	4	3	2	1	0
Humour: Humour was sprinkled discreetly and appropriately throughout	5	4	3	2	1	0
Vocal inflection: Appropriate emphasis without shouting or scolding	5	4	3	2	1	0
Interest level: Audience appeared to want to hear more	5	4	3	2	1	0
Preparedness: Sermon indicated that the material was well researched	5	4	3	2	1	0
Evangelistic: Sermon appeared to reach out to the unsaved	5	4	3	2	1	0
Expository: Sermon was strong in exposition of Scripture	5	4	3	2	1	0
Pentecostal: Sermon delivered with anointing and Pentecostal power	5	4	3	2	1	0
Prophetic: Speaker spoke authoritatively on behalf of God and His word	5	4	3	2	1	0
Emphasis on Christ: The message was Christ-centered	5	4	3	2	1	0
Caring: Speaker seemed to care deeply for people	5	4	3	2	1	0
Altar call: Speaker put an emphasis on making a decision for Christ	5	4	3	2	1	0
Missional: Speaker appeared to have a heart for the lost worldwide	5	4	3	2	1	0
Pastoral: Speaker seemed to love his flock and care for them	5	4	3	2	1	0
Prayerful: Speaker manifested prayerful preparation of the message	5	4	3	2	1	0
Loyal: Speaker indicated loyalty to the denominational fellowship	5	4	3	2	1	0
Visionary: Speaker seemed to have a vision for the congregation	5	4	3	2	1	0
Gifts of the Spirit: Speaker seemed to desire the use of the gifts of the Spirit	5	4	3	2	1	0
Tenets of faith: Speaker indicated support for the PAOC tenets of faith	5	4	3	2	1	0
Revival: Speaker seemed hungry to see revival come to the congregation	5	4	3	2	1	0
Healing: Speaker seemed to have compassion for and want healing for the sick	5	4	3	2	1	0
Power Point: Did the speaker use power point well to enhance the sermon?	5	4	3	2	1	0

Observer's comments:

Observer's signature _____

Date _____

THE PASTORAL SEARCH COMMITTEE CHOOSING THE ORDER OF PREFERENCE FROM AMONG THE TOP FIVE CANDIDATES

Now that the Pastoral Search Committee has completed COMPILING THE LIST OF CANDIDATES and has reduced the list to the top **five** candidates and has completed the process of VISITING THE PROSPECTIVE CANDIDATES, steps should be taken to reduce the list to the top **three** candidates. Consequently it may be time to begin **Choosing the Order of Preference From Among the Top Five Candidates.**

Time to Pause, Reflect, and Pray

The Committee may now have come to the most critical stage in the pastoral search process. It may be well to take the time to reflect and conduct a review of the steps taken to date. The decisions made at this point will likely impact the church for years to come. The Committee should give themselves to much prayer in seeking the leading of the Lord in order to make the right choices of candidates for the position of pastor.

Voting By Secret Ballot

As the Committee moves forward it is important that each member will feel totally free to express their choice of any and all candidates. The Committee should therefore conduct the choosing of the order of preference from the list of the top **five** candidates by secret ballot.

Voting Formula

Each member of the Committee should be asked to select their top **three** choices as candidates for further scrutiny and consideration. To determine the first, second and third choices each member should be asked to mark the top **five** candidates in order of their preference. The formula below may prove helpful:

The names of the top **five** candidates should be listed on a separate sheet of paper, in alphabetical order and given to each member of the Committee. Each member should then mark the names as follows:

- Each **first** choice candidate will be given **five** points
- Each **second** choice candidate will be given **four** points
- Each **third** choice candidate will be given **three** points
- Each **fourth** choice candidate will be given **two** points
- Each **fifth** choice candidate will be given **one** point

When the calculation has been completed, the **three** candidates with the highest scores should be considered the candidates to be interviewed for the position. The **two** candidates with the lowest scores may be held in reserve in case one or two of the top **three** candidates are not willing or unable to be considered for the position.

THE PASTORAL SEARCH COMMITTEE

SAMPLE LETTER TO APPLICANTS NO LONGER UNDER CONSIDERATION

Now that the Pastoral Search Committee has chosen the top three candidates on the basis of CHOOSING THE ORDER OF PREFERENCE FROM AMONG THE TOP FIVE CANDIDATES, the committee should write a letter to all those applicants no longer under consideration. A sample letter is provided here,

(Letterhead of the Church)

(Date)

(Name of the Applicant)

(Address of the Applicant)

Re: Application for the position of Pastor

Dear _____

Christian greetings!

Thank you again for your expressed interest in being considered for the position of Pastor of _____ . Your application has been on file for some time.

We wish to inform you that the Pastoral Search Committee will not be proceeding any further with your application.

We trust God will lead and guide in your life as you continue to seek His will for future direction and ministry. May God richly bless you!

Yours in Christ,

Secretary
Pastoral Search Committee

THE PASTORAL SEARCH COMMITTEE BEGINNING THE INTERVIEW PROCESS

Now that the Pastoral Search Committee has completed the process of VISITING THE PROSPECTIVE CANDIDATES and has also completed CHOOSING THE ORDER OF PREFERENCE FROM AMONG THE TOP FIVE CANDIDATES, it may be time to set the stage for **Beginning the Interview Process.**

Initial Telephone Call to Candidates

The Committee may wish to begin the interview process by placing a confidential call by the Chair of the Committee to each of the top three prospective candidates already chosen by secret ballot. The initial purpose would be to ascertain if each candidate would be open to allowing their name to be considered for the position of pastor.

Request for Time to Pray about the Invitation

The prospective candidates may be expected to ask for time to seriously pray and to consult with their family regarding the invitation to allow their names to be considered. The Chair should ask the candidates to set a deadline at which time they would give a yes or no answer. A period of one week is usually the timeframe for a reply.

Initial Opening Interview

If the candidate expresses a willingness to allow their name to be considered, the Chair may wish to ask some general questions in order to inform the Committee about the nature of the response so the Committee may be better prepared to proceed. The Chair may arrange with the candidate for a date when the whole Committee could conduct their first interview, perhaps by telephone. The Chair may ask the candidate for at least two taped sermons to be forwarded to the Committee for review.

Telephone Interview by the Whole Committee

The first interview with the prospective candidate may be conducted by telephone. It may be a good idea to use a speaker- phone in order for all to hear the conversation and for each member of the Committee to be able to ask questions. The Chair may ask the candidate if they would allow the conversation to be taped. If the candidate is unwilling to be on tape, the Secretary should keep a record of the questions and answers.

NOTE: A suggested set of QUESTIONS TO BE ASKED IN THE FIRST INTERVIEW BY TELEPHONE (or face to face if decided by the Committee) is provided among the following pages.

THE PASTORAL SEARCH COMMITTEE
INFORMATION THAT MAY BE SHARED WITH THE THREE TOP
CANDIDATES

Now that the Pastoral Search Committee has chosen the TOP THREE CANDIDATES it may be the time to share with the candidates some vital information about the church and the pastoral search process. This may be done at the first face to face interview.

The purpose of making this information available would be to give the candidates a comprehensive understanding of the church in the event of a second and even a third face to face interview. The more the candidates know about the church the more capable they will be in making the critical decision of allowing their name to stand for the position of pastor.

Some of this information may be chosen as follows:

- The names of the members of the Board
- The names of the members of the Pastoral Search Committee
- The names of the departmental leadership
- The reason for choosing the pastoral leadership during the transition
- The Local Church Constitution
- A copy of The Minister's Code of Ethics of The Pentecostal Assemblies of Canada
- The results of the Congregational Survey
- The results of the Congregational Self-Study
- The results of the Pastor Profile
- The results of the Pastoral Activity Form
- The results of the Telephone References
- The results of the Sermon Evaluation

NOTE: The Committee needs to exercise considerable wisdom and discernment as to how much of this information to share. Caution should be taken not to give the perception of unreasonable expectations of a candidate. It is important, however, to let the candidates know that the Committee has done its homework.

Other information the Committee may wish to share:

THE PASTORAL SEARCH COMMITTEE SECOND AND THIRD FACE TO FACE INTERVIEWS

Now that the Pastoral Search Committee has completed BEGINNING THE INTERVIEW PROCESS and has received the report of the Chair on the initial opening interviews and has conducted the telephone interviews with the prospective candidates, the Committee may wish to proceed with the second and third interviews. Assuming the candidates have satisfied the Committee and they qualify for a second and possibly a third interview, the Committee may wish to proceed as follows.

NOTE: If a candidate has been eliminated, they should be sent an appropriate, confidential letter containing a brief explanation. A sample letter is provided in the previous pages.

Maintaining Confidentiality

At this stage it is of utmost importance to maintain confidentiality. All correspondence, emails and phone calls should be kept in strictest confidence. Records of meetings and interviews should be kept in a secure place. Committee members must not share any confidential information with their spouses or any others, including board members that have not participated in the process as a member of the Pastoral Search Committee. Candidates should be reminded that any breach of confidence may result in their candidacy being eliminated.

Securing the Interview Setting

When a prospective candidate is invited to attend a face to face interview, the meeting should be held in a place where persons other than the Committee are least likely to observe or listen. If it is held in the church, the church should be “off bounds” to others. If it is held in a home, the spouse and family should be willing to leave the home in advance. If the church can afford the expense, a hotel conference room is ideal.

Reimbursing Candidates' Expenses

All expenses incurred by candidates should be reimbursed promptly, preferably the same day. Be generous, it goes a long way in displaying your church's attitude toward pastors.

NOTE: Suggested questions that may be asked in the second and third face to face interviews, along with suggested questions the candidates may ask the Committee, are provided in the following pages.

THE PASTORAL SEARCH COMMITTEE
SUGGESTED QUESTIONS TO BE ASKED IN THE
SECOND INTERVIEW

Call to Ministry

- When did you first feel God's call to ministry and how did you decide to enter the ministry?
- Can you identify the ministers, teachers and authors who have influenced your call to ministry?
- How have your faith and theological views changed since you entered pastoral ministry?

Health

- How do you maintain your physical, recreational, social, emotional and spiritual life?

Sermons

- What are some of the common themes of your sermons and what resources do you use?
- Do you use illustrated sermons and power point? How do you create interest in your sermons?
- What are your study habits and how do you maintain discipline in this area?
- How would you describe your preaching: expository, evangelistic, extemporary, relational?

Essential Doctrines

- Is your ministry balanced on themes like salvation, healing, Holy Spirit baptism, second-coming?

Education

- Do you have any plans to continue your education? If so, why do you think it is necessary?

Relations with the PAOC

- Do you differ from the PAOC's position on any theological issues? If so please explain.
- What issues do you see facing the PAOC right now? Do you see them affecting your ministry?
- What involvement if any have you had with your home District of the PAOC?
- Do you attend conferences and special functions sponsored by the PAOC and other ministries?

Difficult issues

- What is your position on divorce and remarriage? Under what circumstances would you approve?
- What are your views on social drinking, dancing, theatre-going, etc. Would you speak against them?

Board Relations

- Have you had good relations with your board? Tell us your philosophy of pastor/board relations.

Finances

- Do you find it easy to preach on tithing and do you take a serious interest in the church finances?

Staff Relations

- Have you had experience working with a multiple staff? What portfolios have your staffs had?

Leadership

- How would you describe your leadership style: visionary, relational, caring, friendly, reserved?
- To what extent do you become involved in worship, altar calls, altar work, counseling, follow up?

Missions

- What is your interest in overseas missions, home missions, community outreach, social concerns?
- Have you had experience in working with ethnic people? Do you find this enjoyable or difficult?

Small Groups

- What is your philosophy regarding small groups and your involvement in such a ministry?

Visitation

- Do you become involved in visitation? If so, in what areas: home, hospital, door to door, phone?

Other Ministries

- Do you become involved with other churches, pastors, ministries and causes in the community?

Your Questions

- What questions do you have of us at this point?
- Are you open for another interview with the committee?

THE PASTORAL SEARCH COMMITTEE
SUGGESTED QUESTIONS TO BE ASKED IN THE
THIRD INTERVIEW

Response to Interviews

- We have already interviewed you on two occasions. How are you feeling about a possible call?

Role of the Pastor

- In your opinion, what should be the role of the pastor? What gifts are needed to fulfill that role?

Vision

- If you were to become our pastor, do you sense God giving you any vision for our church?
- What means would you use to produce growth in the congregation over a period of five years?
- What are your goals or objectives for your own personal life over the next year or so?
- If God gave you a plan for growth, how would you present it to the board and the congregation?
- When a church moves forward, there is usually criticism of its leaders. How would you respond?
- In your view, what should be the highest priorities in the life of the body of believers?
- Do you make a practice of planning your calendar for the up-coming year? One to five years?

Special Giftings

- What are the areas of ministry and giftings in which God has blessed you with the most?
- In your opinion, what is your greatest character strength? How have you developed this strength?

Practices

- Each pastor has a different style. How do you conduct dedications, baptisms, communion, etc?
- If you felt changes are needed in church functions, how would you go about making change?
- How would you describe the use of your time on a typical day?
- How do you deal with stress?
- How often do you meet with your board and with the ministry and lay leadership of the church?
- How do you promote world missions, including home and community missions, in your church?

Spouse

- What giftings do you believe God has given to your spouse? How would you like them used?
- What roles would you like your spouse to assume in the ministry of the church?

Family Relations

- What relationship do you have with your children? Has your church work hurt the relationship?
- How do you balance your church responsibilities with the responsibilities to your family?

Congregational Relationships

- Which groups of people in the congregation do you feel most comfortable to be with?
- Are you prepared to compromise on matters that do not undermine biblical principles?
- Do you find it hard to ask forgiveness when you have been wrong or appear to have been wrong?

Times of Discouragement

- How do you overcome discouragement when failing to achieve your own ministry expectations?
- How do you deal with occasional unrealistic expectations of people in the congregation?

Lay Development

- Have you had experience and success in developing lay leadership in the church? In what way?
- Do you enjoy working with the laity in the church? What do you do to gain their support?

Needs of the Pastor

- What would be your expectations regarding salary, benefits, housing, car, expenses, etc?
- Will you need a loan for a down payment on a home? Will you need help finding a realtor?

THE PASTORAL SEARCH COMMITTEE

QUESTIONS A CANDIDATE MAY WISH TO ASK THE COMMITTEE

History of the Church

- What has been the most significant or upsetting event in the life of this congregation in the past?
- How many pastors has the church had since it was founded? What are their names?
- What things did the former pastors do particularly well? In what areas were these pastors lacking?
- How does the congregation feel about the loss of their former pastor and for what reasons?

Expectations of the Church

- What do you expect to happen under the leadership of a new pastor that is not happening now?
- What changes in leadership and ministry style are the congregation looking for in a new pastor?
- Does the congregation want something different in worship and sermon styles than in the past?

Role of the Board

- What has been the background of the members of the board and what are their responsibilities?
- How long do the average board meetings last and what has been the nature of the atmosphere?
- Does the staff answer to the board or the Senior Pastor? Does the board tend to micro-manage?

Organizations and Departments

- What organizations and departments are active in the church? Which ones are successful?
- What would you say are the strengths and weaknesses in the church? What changes are needed?

Functioning of the Body

- How are the leadership responsibilities shared among the members? Are leaders being trained?
- How do you see the church functioning as the “Body of Christ?” Are the gifts of the Spirit active?
- Do the board members and leaders tithe faithfully? Is there unity and harmony in the body?

Community Relationships

- What is the relationship between your church and other congregations in the community?
- Is the church involved in helping meet the social and spiritual needs of the community?
- Has the church had any scandals or negative things happen giving the church a bad name?

Special Services

- How often are special services scheduled? How often are guest speakers or musical groups used?

Church Policies

- Does the church have a policy manual? What policies govern weddings, funerals, showers, etc?
- What is the policy governing hiring and firing of staff members and appointment of volunteers?

Social Issues

- What is the church’s attitude towards social drinking, smoking, and divorce and remarriage?

World Missions

- In what ways is the church involved in overseas, home and community outreach?
- Does the church have a missions committee and/ or a world missions budget? What is the budget?

Service and Work Schedules

- When are the regular services held? What is a normal work week for the pastor and staff?

Care of the Pastor

- What formal and informal methods have you used to help the pastor become a better pastor?
- Is a study leave arranged? Does the church provide the pastor with regular days off and vacation?
- Are the pastor's salary, house allowance, car allowance, and expense account reviewed regularly?

Pastor's Spouse

- What involvement does the church expect of the pastor's spouse? Would the spouse be paid?

Pastoral Search

- What are the reasons you are interested in me to serve as pastor of this church?

THE PASTORAL SEARCH COMMITTEE
QUESTIONS TO BE ASKED OF AND BY THE SPOUSE

Questions To Be Asked of the Spouse

Family

- How would you describe your relationship with your spouse and children?
- Have you found the relationship difficult or pleasant between your family and church?
- Would you care to tell us about your children as to where each is in their faith journey?

Gifts and talents

- What gifts and talents do you feel you could bring to this church?

Attitude

- What is your attitude toward your spouse's ministry vocation in general?

Ministry

- In what ways would you like to be involved in ministry, if any?

Concerns

- What are your concerns about a possible move to this church?
- What are the things about our church and community that may cause you apprehension?

Other specific questions for the spouse:

Questions the Spouse May Ask the Committee

Family

- What has been the history of this church as to how the people treat the pastor and the children?

Expectations

- In the past, what have been the expectations by the people of the spouse's role in the church?

Staff responsibilities

- If I chose to apply for a position on the staff, what has been the policy and is such a possibility?
- If a paid position is not available, would a staff volunteer position be open to me?

Other specific questions you think the spouse may ask:

THE PASTORAL SEARCH COMMITTEE
PROPOSAL FOR SALARY, EXPENSES AND BENEFITS

(This form may be used in preparation for the face to face interviews with the three prospective candidates)

Date _____

Basic Compensation for the year \$ _____

Cash salary \$ _____

Housing Provision \$ _____

Utilities \$ _____

Total Basic Compensation \$ _____

Ministry Related Expenses

Automobile \$ _____

Conventions and Seminars \$ _____

Continuing Education \$ _____

Hospitality \$ _____

Memberships \$ _____

Books and Periodicals \$ _____

Total Ministry Related Expenses \$ _____

Benefits

PAOC Pension or RRSP \$ _____

District Health Insurance Plan \$ _____
(Life Insurance, Long Term Disability,
Health and Dental)

Counseling Liability Insurance \$ _____

Discretionary Fund \$ _____

Other _____ \$ _____

Total Benefits \$ _____

Total Package \$ _____

THE PASTORAL SEARCH COMMITTEE

CHOOSING THE TOP CANDIDATE FROM AMONG THE THREE

Now that the Pastoral Search Committee has completed the questions asked of the top three and responded to the **QUESTIONS ASKED BY THE CANDIDATES**, as well as having explained the **PROPOSAL FOR SALARY, EXPENSES AND BENEFITS**, (as prepared by the Board), it may be time to begin **Choosing The Top Candidate From Among The Three**.

Taking Time to Pray

Once the Committee has reached this stage in the pastoral search process, it cannot be emphasized enough that prayer to find the will of God must be the guiding principle.

Voting By Secret Ballot

Once again it is important that each member of the Committee be totally free to express their choice from among the top three candidates. The Committee should therefore conduct the choosing of the top candidate by secret ballot.

Voting Formula

Each member of the Committee should be asked to select their top choice as candidate from among the previously selected top three candidates. To determine the top candidate, each member should be asked to choose their first choice as follows:

- Each **first** choice candidate will be given **three** points.
- Each **second** choice candidate will be given **two** points.
- Each **third** choice candidate will be given **one** point.

In all probability this formula will reveal the candidate the majority of the Committee feels should be asked to preach for the call. Each member of the Committee should be encouraged to be in full agreement with the choice of the candidate. It is important for the Committee and Church that the Committee present itself unanimous in the decision.

Presenting the Name of the Candidate to the Board

This is the time for the Pastoral Search Committee to meet with the Board for the following purposes:

- To join with the members of the Board for a season of prayer for unity.
- To review the entire process in order for the Board to understand how the decision had been made.
- To present the name of the candidate and recommend that the candidate be accepted.
- To request that the Committee, having done its work, be dissolved.

The Responsibility of the Board

It is the responsibility of the Board to contact the Candidate and request that they come to the church to preach for the call for the position of Senior Pastor.

THE BOARD

OPTIONS FOR THE PROCESS OF PREACHING FOR THE CALL

Now that the Pastoral Search Committee has presented its report to the Board and has recommended its choice of the Candidate for the position of Senior Pastor, and the Board has notified the Candidate of its decision, the Board may discuss with the Candidate the **Options For The Process Of Preaching For The Call**. In order to ensure that the best possible vote may be achieved for the candidate these options may be worth examining.

Full Weekend Process

The Board may arrange for the Candidate and family to come to the church for a full weekend to be given maximum exposure with the various groups in the church. On Friday evening they may meet with the youth. At a Saturday morning breakfast they may meet with the Board and heads of departments. At a Saturday noon luncheon they may meet with the seniors. At a Saturday evening general meeting they may meet with the members and adherents of the church.

Saturday and Sunday Only Process

The Board may arrange for the Candidate and family to come to the church on Saturday. At a noon luncheon they may meet with the Board and those serving in leadership. In the evening they may meet with the members and adherents.

Saturday Evening and Sunday Only Process

The Board may arrange for the Candidate and family to meet with the Board and leaders early in the evening of Saturday and later meet with the members and adherents.

Sunday Morning Only Process

The Board may arrange for the Candidate and family to come to the church only on Sunday morning. The candidate may be given opportunity to respond to questions, preach for the call and then the vote may be taken. The result of the vote should be announced to the congregation immediately.

NOTE: The Board should make clear that “campaigning” for or against a candidate is unacceptable.

Sunday Morning and Evening Process

The Board may choose to take the vote in a special meeting held on Sunday evening. However despite the warning, this process may give some opportunity for “campaigning”

NOTE: In each case, time should be provided for interaction with questions and answers. It may be good for a competent member of the Board or a District officer to act as moderator in each session. Questions may be submitted to the candidate in writing before the session.

NOTE: Although the constitution requires at least a two-thirds majority vote by the members to achieve an election.

THE BOARD

THINGS TO DO IMMEDIATELY AFTER THE PASTOR HAS BEEN ELECTED

Now that the new pastor has been elected, the Board may need to care for the following:

Prayer For The New Pastor And Family

Immediately following the vote and the election of the new pastor, the Board may call upon the congregation to join in prayer for the new pastor and family at the front of the church. The members of the Board, the members of the Pastoral Search Committee, the leaders of the departments of the church and others who may be chosen, may gather around the family for a short season of prayer.

Keeping The News Confined To The Local Congregation

As a matter of courtesy and ethics, the congregation should be instructed not to speak to anyone outside the congregation about the election of the pastor. It is very important not to call anyone in the pastor's church. That must be left to the pastor.

Entertaining The New Pastor And Family

Following the service the Board may then take the new pastor and family to dinner or hold a reception in the church before they return home.

Letter To Other Candidates

If a letter has not already been sent to the remaining candidates who have been interviewed informing them that a candidate had been chosen to preach for the call, a letter should be sent at once.

Files To Be Destroyed

All files, letters and other confidential records, other than the official minutes, should be packaged immediately and stored in a secure place until the new pastor arrives at the church for ministry, then destroyed.

De-Briefing Session

The Board and the Pastoral Search Committee may consider conducting a de-briefing session to share the details of the pastoral search process for use in any future event.

In The Event The Candidate Is Not Elected

In the event the candidate is not elected or decides not to accept the election results, the Board may decide to re-appoint the Pastoral Search Committee or a new committee in order to begin the process anew. In this case much of the material gathered in the previous process will prove to be very valuable.

THE BOARD

INFORMATION FOR THE BOARD AND THE ELECTED PASTOR

Now that the Board has notified the Candidate of the result of the congregational vote and the Candidate has accepted the call to become the Pastor of the church, the Board may consider giving considerable data to the new Pastor. This **Information For The Board and the Newly Elected Pastor** will assist the Pastor in becoming acquainted with the church's congregation and programs, as well as the community, its people, facilities and programs, in advance of beginning ministry in the new setting.

The Board may wish to put together a package with the following information:

- The Local Church Constitution and church policies
- The Vision Statement of the Church
- A Street map of the city
- The latest financial and budget reports
- The names, addresses, phone numbers, fax numbers, email addresses, etc. of the:
 - Members of the ministerial staff and support staff
 - Members of the Board, Elders, etc.
 - Leaders of all departments and committees
 - Complete list of members and adherents
 - Separate list of members only
 - District officers and support staff
 - Community churches and pastors
 - Community services such as police, hospitals, clinics, professional counselors

The Pastor may wish to supply the Church with the following information

- The Pastor's cell phone number, E-mail address, etc.
- The full names and birth dates of the Pastor's family members living at home
- Date when the Pastor will begin ministry in the new setting

PARTNERSHIP AGREEMENT

In order to avoid misunderstandings as time goes by, arising from the oral commitments made in the negotiations prior to the election of the Pastor, the Board may wish to discuss with the Pastor, then prepare a **Partnership Agreement** including, but not restricted to, the following matters:

- The Pastor's ministry description (giving flexibility so as not to be too binding)
- The Board's commitment to be supportive of the Pastor (modeled after the biblical definition of a deacon)
- The compensation package (See PROPOSAL FOR SALARY, EXPENSES AND BENEFITS)
- Some of the goals and aspirations of the Church arising from the Church Self –Study
- Decisions regarding the retaining or termination of the present ministry staff

NOTE: The Board is best able to create the relevant wording for such a document.

THE BOARD AND THE CONGREGATION WELCOMING THE NEW PASTOR AND FAMILY

Now that the newly elected Pastor has set a date for beginning his ministry at the church, it is very important to make plans for **Welcoming the New Pastor and Family**.

Welcoming Committee: The Board may appoint a Welcoming Committee to oversee the entire welcoming events. The Welcoming Committee may then appoint several sub-committees to participate in the overall welcoming events for the new Pastor and family. This should not be difficult as the congregation are already excited about the arrival of the new Pastor and family. These sub-committees simply need to be organized by the main Welcoming Committee. The following are some sub-committee suggestions.

Parsonage Committee: Arrange a non-perishable food shower for the Pastor's pantry.

Moving Committee: Arrange help for the Pastor in moving furniture into the new home.

Caring Committee: Provide care for the Pastor's younger children while they are busy settling into their new home.

Decorating Committee: Decorate the church lobby and banquet room with banners, cards, pictures, flags, etc. as an expression of the excitement of the congregation.

Banquet Committee: Arrange details of a banquet in honour of the Pastor and family.

Welcoming Sub-Committee: Welcome the new pastor and family when they first arrive.

Communications Committee: Notify the local media, community pastors, businesses etc. Arrange an evening for local pastors, organizations and representatives of the police, community services, the mayor's office, etc. to welcome the Pastor and family.

Entertainment Committee: Arrange music and entertainment for the banquet evening.

Department Committee: Arrange brief welcoming events such as short skits, readings, songs, etc by the departments of the church as a way of introducing the Pastor to their departments.

Installation Ceremony Committee: Offer to participate in the Installation Ceremony on behalf of the congregation (Subject to the approval of the District Superintendent or designate).

THE BOARD
LOAN AGREEMENT

Now that the new Pastor has been elected, it may be that the Pastor will need an interest free loan in order to purchase a home in the new location.

If the church is in a financial position to do so, the Pastor may request a loan from the church for this purpose.

The attached SAMPLE LOAN AGREEMENT may assist the Pastor and the church in arranging such a loan.

In most cases the Board may not need the approval of the members of the church to make the loan or adopt the Agreement. If there is doubt about this arrangement, the church should seek the advice of the District Superintendent and /or legal counsel.

SAMPLE LOAN AGREEMENT

THIS LENDING AGREEMENT made this _____ day of _____ 20 ____ BETWEEN

(Church name)

(Address of Church) (herein called “church”)

and

(Name of Pastor)

(Address of Pastor) (herein called “Pastor”)

WITNESSES that in consideration of the Pastor’s continued employment by the Church and in consideration of a loan from the Church to the Pastor and in consideration of the terms and conditions of this Agreement;

The Parties hereto agree with each other as follows:

1. The Pastor acknowledges borrowing from the Church and the Church acknowledges lending to the Pastor, the sum of \$ _____.
2. There will be no interest accruing on this loan as long as the Pastor is actively employed by the Church as (one of) its pastor(s).
3. The loan will become due and payable by the Pastor to the Church immediately on the date when the Pastor’s employment with the Church is terminated, regardless of the circumstances of the termination and whether such termination is at the instance of the Pastor or of the Church and whether such termination is voluntary or involuntary. In this Agreement, the date of termination of employment is referred to as the “Due Date”.
4. Interest will accrue on the outstanding balance of the loan from the Due Date until the loan is paid in full, at the same rate as the “Royal Bank of Canada” charges on its conventional, closed, one-year mortgages for owner-occupied residential properties, as that rate may change from time to time, except that the interest shall be calculated monthly at the rate so specified instead of semi-annually.
5. The Pastor will pay the interest that accrues on the outstanding balance of the loan on the first day of each month, commencing on the first day of the first month following the Due Date.
6. Although the loan is due and payable on the Due Date, the Church agrees that the Pastor shall have a grace period of six (6) months to retire the debt in full, subject to payment of the monthly interest charge.

7. If the Pastor fails to make any monthly interest payment after the Due Date, or if the loan is not paid in full within six (6) months after the Due Date, then this loan shall be in default and the Church may take such action as it deems necessary or appropriate to recover the outstanding balance of the loan.
8. The Pastor may repay all or any part of the loan to the Church at any time, either before or after the Due Date, without giving advance notice to the Church and without paying any penalty or bonus to the Church.
9. This Agreement binds both the Church and the Pastor, as well as their respective successors, assignees, executors, administrators, or other (personal) representatives.

IN WITNESS WHEREOF the parties have executed this Agreement

this _____ day of _____ 20 _____

CHURCH _____

(Witness)

Per _____
(Church Board Secretary)

(Witness)

(Pastor)

CONGRATULATIONS!

Congratulations! You have now completed the Pastoral Search Committee process. We trust that the **TRANSITION MANUAL**, whether used in whole or in part, has been of some assistance in the many steps you have taken in choosing your new Pastor. We wish you God's blessing in the coming days.

Eastern Ontario District
TRANSITION MANUAL
A Guide for Churches in Transition

Section II

The Role of the Interim Pastor

**SECTION II – ROLE OF THE INTERIM PASTOR
CONTENTS**

- REASONS TO APPOINT AN INTERIM PASTOR
- APPOINTING AN INTERIM PASTOR
- CHAIR OPTIONS
- SAMPLE MINISTRY AGREEMENT FOR INTERIM PASTORS
- PROPOSAL FOR SALARY, EXPENSES AND BENEFITS FOR INTERIM PASTORS
- RECOGNIZING AND INSTALLING THE INTERIM PASTOR
- SAMPLE SERVICE OF RECOGNITION AND INSTALLATION
- BEGINNING THE INTERIM MINISTRY
- APPOINTING AN INTERIM PASTOR
- HONOURING THE FORMER PASTOR
- SAMPLE SERMON SERIES
- ASSUMING THE ROLE OF CHAIR OF THE PASTORAL SEARCH COMMITTEE
- REASONS TO APPOINT AN INTERIM PASTOR
- SAYING GOODBYE TO THE INTERIM PASTOR
- APPLYING FOR UNEMPLOYMENT INSURANCE BENEFITS

THE BOARD and THE DISTRICT REASONS TO APPOINT AN INTERIM PASTOR

Now that the Senior Pastor has officially resigned and the District Superintendent has assumed the constitutional role as Pastor during the transition, the Board may consider the appointment of an Interim Pastor. The Interim Pastor would serve under the supervision of and be accountable to, the Superintendent or designate.

The role of the Interim Pastor is an intentional short-term ministry designed to help a congregation get to a “state of readiness” for the next stage of its ministry when a new pastor is elected. The Interim Pastor should not be viewed as a “fill-in speaker” but as one who serves with most, if not all, of the same responsibilities as the previous pastor.

Before making a decision whether to appoint an Interim Pastor, the Board and the Superintendent may wish to examine the following reasons for such an appointment:

- When there has been a long term and loving pastoral relationship with the congregation (example 10 years or more).
- An Interim Pastor, with considerable experience in this role, may assist the congregation in dealing with the sense of loss.
- When a pastor has died while serving the local church and grief needs to be addressed.
- When a church does not wish to move too quickly in electing a new pastor.
- When the transition process is expected to take longer than first projected.
- When there is need for an extended period of time to prepare for new leadership.
- When it would be of value for the congregation to conduct an evaluation of itself.
- When a church has experienced serious financial difficulties, needing a steady hand.
- When the community has undergone drastic changes and time is needed to adjust.
- When the last pastor has had an authoritarian or domineering style of leadership.
- When the congregation wants to build greater lay participation in the ministry.
- When the church has been in a building program at the time the pastor resigned.
- When there has been an element in the church that has held control for some time.
- When there is need for more freedom to express ideas for growth and vision.
- When there has been a history of mistrust of pastors that needs to be addressed.
- When there has been widespread confusion regarding the process of calling a pastor.
- When there has been conflict in the local church and the congregation is polarized.
- When the pastor was asked to leave and there needs to be healing among the people.
- When the last pastor has acted in a manner bringing some scandal in the community.
- When the last pastor has caused a split in the congregation and started another church.

NOTE: The Eastern Ontario District has developed a division of trained Interim Pastors who have had many years of experience serving in the field. The Superintendent is knowledgeable in selecting the Interim Pastor best suited for the church in transition.

THE BOARD and THE DISTRICT APPOINTING AN INTERIM PASTOR

Now that the District Superintendent and the Board may have reviewed SOME REASONS TO APPOINT AN INTERIM PASTOR and have agreed that it is in the best interest of the church to make such an appointment, these procedures may be followed:

Full Time or Part Time

The Superintendent or designate and the Board may determine whether the Interim Pastor should be asked to serve full time or part time; if part time, the number of days per week.

Presenting the Name of the Interim Pastor

The Superintendent or designate may then meet with the Board and may present the Board with a short list of names of trained Interim Pastors. The Board may then choose one of those Interim Pastors to lead the church through the transition process. In some critical situations the Superintendent may strongly recommend one of the Interim Pastors who it is felt may be best equipped to meet the critical needs of the church.

Introducing the Interim Pastor

Once the Interim Pastor has been chosen the Superintendent or designate may invite the Interim Pastor to meet with the Board and the Superintendent or designate for a formal introduction and briefing.

Developing the Ministry Description

At this point the Superintendent or designate may involve the Board in drafting a brief ministry description, as well as other agreements deemed helpful in the situation.

Note: Attached is a document entitled, SAMPLE MINISTRY AGREEMENT FOR INTERIM PASTORS. This document may be adapted to meet the church's need.

Deciding the Chair Role

It is important at this stage to determine if the Interim Pastor is to serve as Chair of the Board and/or if the Interim Pastor is to serve as the Chair of the Pastoral Search Committee. Some Interim Pastors feel strongly that they can move the pastoral search process forward more efficiently if they serve in both capacities. These decisions should be included in the SAMPLE MINISTRY AGREEMENT.

Housing Arrangement

When an Interim Pastor must travel a considerable distance to assume their duties, it may be necessary to provide suitable housing for the Pastor and spouse. The Board should do its best to provide housing that is as clean, spacious and comfortable as may be available.

Clergy Residence Allowance

The Interim Pastor should be made aware that they may apply for the Clergy Residence Allowance on their Income Tax and Benefit Return, either on their personal residence or on their temporary residence (but not both). An Interim Pastor may claim up to \$ 1,000 a month for up to ten months served. However, because the formula is complicated, it is advised that a tax accountant be consulted.

Compensation Package

It is strongly recommended that the Interim Pastor receive the same compensation package as the previous pastor, or proportional if part time, with certain exceptions.

NOTE: Attached is a document entitled, PROPOSAL FOR SALARY, EXPENSES AND BENEFITS.

Final Agreement

Some Interim Pastors may ask at this point that a secret ballot vote be taken to ascertain if the Board unanimously approves of the appointment and the agreements.

Prayer and Fellowship

Once the final agreements are made, the Board may wish to have a season of prayer with the Interim Pastor and then provide a time for refreshments and fellowship.

INTERIM PASTOR CHAIR OPTIONS

Now that the District Superintendent and the Board are in the process of appointing an Interim Pastor and before the Interim Pastor is finally chosen, it may be the time to make the critical decisions of appointing the Chair of the Board and the Chair of the Pastoral Search Committee.

Chair of the Board

The Local Church Constitution, ARTICLE V11, SECTION 3, THE CHURCH BOARD, states:

“The Pastor shall act as chairman of the board. When a pastorate becomes vacant, the District Superintendent or the Superintendent’s authorized representative shall be empowered to act in the full legal capacity of the pastor in consultation with the church board. The District Superintendent shall arrange to supply the pulpit with suitable ministry until such time as a new pastor has been duly installed.”

The logical conclusion therefore is that, because the Interim Pastor is the “Superintendent’s authorized representative,” the Interim Pastor shall act as the Chair of the Board. To avoid any misunderstanding, it may be wise to make this a formal appointment and record the same in the minutes of the Board.

Chair of the Pastoral Search Committee

The Local Church Constitution does not specifically address the appointment of the Chair of the Pastoral Search Committee. The District Superintendent may assume this position, or appoint the designate in their stead. When an Interim Pastor has been appointed to pastor the church, in many cases and especially in larger churches, the Superintendent, in consultation with the Board, will appoint the Interim Pastor as the Chair of the Pastoral Search Committee. Should a lay person be chosen to be the Chair, great care must be taken to select a very capable and experienced leader. As noted in the previous page entitled APPOINTING AN INTERIM PASTOR, “Some Interim Pastors feel strongly that they can move the pastoral search process forward more efficiently if they serve as Chair of the Pastoral Search Committee.”

Some of the reasons given are:

- The Interim Pastor may represent the Superintendent more accurately than lay persons
- The Interim Pastor is likely to have gained valuable experience in other situations
- The Interim Pastor may have more opportunity to keep the Superintendent informed
- The Interim Pastor is likely to know the pastoral search process better than lay persons
- The Interim Pastor is likely to know the candidates better than lay members
- The Interim Pastor may be able to enforce the rules of confidentiality more rigidly

At the very least, the Interim Pastor should be a member of the Search Committee.

THE BOARD and THE DISTRICT
SAMPLE MINISTRY AGREEMENT FOR INTERIM PASTORS

(Name of Church)

(Name of Interim Pastor)

This Ministry Agreement comes into effect _____ 20 ____

This Ministry Agreement is between the Board of _____
(Name of Church)
and _____ for (full or part time) provision of interim pastor services.
(Name of Interim Pastor)

This Ministry Agreement is based on the Local Church Constitution, BY-LAW 11, SECTION 1D

The pastoral compensation package is outlined in the attached PROPOSAL FOR SALARY, EXPENSES AND BENEFITS.

The provision of the Interim Pastor's housing will be as follows: _____

By this Ministry Agreement the Interim Pastor fully understands they are not a candidate for a vacant pastor position in this church.

Ministry Description of the Interim Pastor:

- Report (monthly) and be accountable to the District Superintendent or designate
- Assume all the regular pastoral duties normally carried out by the Senior Pastor
- Work closely and harmoniously with the Board, the pastoral staff, and other leaders
- Act as Chair of the Board (optional)
- Act as Chair of the Pastoral Search Committee (optional)
- Gain an understanding of the relevant documents in the TRANSITION MANUAL

Both parties hereby approve the above Ministry Agreement:

(Church Board Secretary)

20 ____

(Interim Pastor)

20 ____

THE BOARD and THE DISTRICT
PROPOSAL FOR SALARY, EXPENSES AND BENEFITS
FOR INTERIM PASTORS

Date _____

Basic Compensation for the year

Cash salary	\$ _____
Housing Provision (optional)	\$ _____
Utilities (optional)	\$ _____
Total Basic Compensation	\$ _____

Ministry Related Expenses

Automobile	\$ _____
Conventions and Seminars	\$ _____
Continuing Education (optional)	\$ _____
Hospitality	\$ _____
Memberships (optional)	\$ _____
Books and Periodicals (optional)	\$ _____
Total Ministry Related Expenses	\$ _____

Benefits

Counseling Liability Insurance	\$ _____
Discretionary Fund	\$ _____
Other _____	\$ _____
Total Benefits	\$ _____
Total Package	\$ _____

THE BOARD and THE DISTRICT

RECOGNIZING AND INSTALLING THE INTERIM PASTOR

Now that the Board and the District Superintendent have completed the process of APPOINTING THE INTERIM PASTOR and the starting date has been set, the Board may wish to consider arranging a formal Service of **Recognition and Installation for the Interim Pastor, conducted by the Superintendent or designate**. This would have a positive effect on the ministry of the Interim Pastor in the short and long term. The whole congregation needs to join the District in supporting and holding the Interim Pastor in high esteem from the beginning. The following reasons will bear this out:

Leadership Status

- The Interim Pastor must be viewed as the “real pastor”, not just as a “fill-in-preacher”
- The role of the Pastor needs to be explained clearly by the Superintendent in public.
- This leadership status should not be left up to the Interim Pastor to explain and establish.

Reporting (monthly) to the Superintendent

- The congregation should know the Interim Pastor must report to the Superintendent (monthly).

Some of the Challenges The Interim Pastor May Face

- Pastoral staff and leaders need to be challenged to work in harmony with the Pastor.
- Pastor may need to find a way to bring closure to a previous ministry deeply loved.
- Pastor may need to develop an “open door” policy to be accessible to the people.
- Pastor may have to deal with control issues at the Board and/or committee levels.
- “Power brokers” may take advantage of the vacancy to assume leadership.
- Serious financial or moral problems need to be dealt with early.
- Emotional upheavals, grief, or even loss of adherents may need addressing.
- Healing and reconciliation the last pastor was not able to resolve.
- Unrealistic expectations or problems the Pastor has never faced before.
- Limited changes needed in the church’s program that may not be popular.
- Need to choose and empower new leaders when other leaders have left.

Some Personal Challenges That May Be Faced By the Interim Pastor

- Remain calm, confident and strong in the midst of difficult situations.
- Show restraint when some in the church call for long-term vision.
- Unwanted or unappreciated by some in the congregation.
- Uncomfortable with the style of music, worship or service plan.
- Feel inadequate to deal with the trauma, grief, loss or conflict expressed.
- Experience some loneliness in being away from the home environment.

NOTE: For these and other reasons, the document entitled, SERVICE OF RECOGNITION AND INSTALLATION may prove beneficial and a blessing.

THE BOARD and THE DISTRICT
SAMPLE SERVICE OF RECOGNITION AND INSTALLATION

Superintendent or designate may officiate in the following manner:

We gather today to welcome, recognize, install and affirm the Rev. _____
as our Interim Pastor. We invite him (or her) to provide spiritual leadership, pastoral care and administrative oversight to our congregation during this time of transition. He (or she) has been blessed with a call from Christ and with particular skills, training and experience in interim ministry. I am pleased to present Rev. _____ as our Interim Pastor and ask you to join me in this Service of Recognition and Installation.

Questions directed to the Interim Pastor

- Do you _____ accept the office of Interim Pastor of _____ and uphold the teachings of the Word of God as you minister the gospel under the direction and unction of the Holy Spirit? (I do)
- Do you agree to uphold the Constitution of this Local Church and the Constitution of The Pentecostal Assemblies of Canada? (I do)
- Do you promise in the strength and grace of the Lord Jesus Christ to conduct yourself in your private and public life as becomes His gospel? (I do)
- Do you promise to give yourself diligently and cheerfully to the service of Christ's work, sacraments and discipline, for the furtherance of His reconciling work in this community?
- Do you, before God and these witnesses, commit yourself to this new trust and responsibility as Interim Pastor of _____? (I do)

Questions directed to the Congregation (Congregation will stand)

- Do you, members and adherents of _____, acknowledge and welcome Rev. _____ as your Interim Pastor? (We do)
- Do you agree to undertake the special tasks that will be yours during this interim time and will you regard _____ as a fellow servant of Christ and work with him (or her) in the ministry of this congregation? (We do)
- Do you promise to pray for and honour Rev. _____ and in all things strive to live together in the peace and unity of Jesus Christ? (We do)

Presentation of the Keys to the Church

Please accept these keys to our church, as a sign of your leadership among us. Keep them and use them well as you minister here, until the time comes for you to depart from us.

The Congregation will read the following Commitment

We are witnesses to the promise you have made as you enter into this interim time with us. We recognize the paths you have traveled in the past and the journey you are embarking upon as we look together to the future. Be assured of our prayers and support as you minister in our midst. May God bless you and keep you.

INTERIM PASTOR BEGINNING THE INTERIM MINISTRY

Now that the SERVICE OF RECOGNITION AND INSTALLATION has taken place, the Interim Pastor must consider Beginning The Interim Ministry. The following suggestions may be of assistance to both new and experienced Interim Pastors:

Building Relationships

Interim Ministry is all about building relationships. The first priority should be building relationships with God and with others. It may be setting the church up for failure if the first priority is finding a new Senior Pastor. If loving relationships are not built the new Senior Pastor may stay for only a short time, thus adding to the troubles in the church.

The Second Priority – Prayer

The wise Interim Pastor will seek to establish prayer cells throughout the departments of the church. Choosing leaders with a heart for prayer, building relationships with these leaders and showing them how and what to pray for is key to prayer cell success.

The Third Priority – Ministering to the Most Hurting in the Church

When a pastor leaves, certain groups seem to be hurt the most: those who have served long and faithfully in leadership, the sick and afflicted, the seniors and especially the children and youth. These look to the Interim Pastor for a loving relationship.

Jesus said, before he began his ministry, “The Spirit of the Lord is on me, because he has anointed me to preach good news to the poor. He has sent me to proclaim freedom for the prisoners and recovery of sight for the blind, to release the oppressed, to proclaim the year of the Lord’s favor.” (Luke 4:18,19)

The Fourth Priority – The Elected and Appointed Leaders

When a loving pastor has left the church, nothing will serve to encourage elected and appointed leaders like a personal visit from the Interim Pastor. The wise Interim Pastor will make a sincere effort to visit with every leader individually, allow the leader to open their heart in confidence, share their disappointments, frustrations, and complaints, assuring the leader that confidence will not be broken. The Pastor must be a good listener. This is not the time to try to correct their wrong views. That may come later.

The Fifth Priority – Preaching with Genuine Love

When a pastor leaves, the congregation needs to hear that the Interim Pastor loves them. The sermon subjects, the inflection of the voice and words of encouragement go a long way in building relationships with the flock. Experience teaches us that the people are not interested in hearing the best preaching in the world, but the voice of a loving shepherd.

THE BOARD and THE DISTRICT APPOINTING AN INTERIM PASTOR

Now that the District Superintendent and the Board may have reviewed SOME REASONS TO APPOINT AN INTERIM PASTOR and have agreed that it is in the best interest of the church to make such an appointment, these procedures may be followed:

Full Time or Part Time

The Superintendent or designate and the Board may determine whether the Interim Pastor should be asked to serve full time or part time; if part time, the number of days per week.

Presenting the Name of the Interim Pastor

The Superintendent or designate may then meet with the Board and may present the Board with a short list of names of trained Interim Pastors. The Board may then choose one of those Interim Pastors to lead the church through the transition process. In some critical situations the Superintendent may strongly recommend one of the Interim Pastors may be best equipped to meet the critical needs of the church.

Introducing the Interim Pastor

Once the Interim Pastor has been chosen the Superintendent or designate may invite the Interim Pastor to meet with the Board and the Superintendent or designate for a formal introduction and briefing.

Developing the Ministry Description

At this point the Superintendent or designate may involve the Board in drafting a brief ministry description, as well as other agreements deemed helpful in the situation.

Note: Attached is a document entitled, SAMPLE MINISTRY AGREEMENT FOR INTERIM PASTORS. This document may be adapted to meet the church's need.

Deciding the Chair Role

It is important at this stage to determine if the Interim Pastor is to serve as Chair of the Board and/or if the Interim Pastor is to serve as the Chair of the Pastoral Search Committee. Some Interim Pastors feel strongly that they can move the pastoral search process forward more efficiently if they serve in both capacities. These decisions should be included in the SAMPLE MINISTRY AGREEMENT.

Housing Arrangement

When an Interim Pastor must travel a considerable distance to assume their duties, it may be necessary to provide suitable housing for the Pastor and spouse. The Board should do its best to provide housing that is as clean, spacious, and comfortable as may be available.

Clergy Residence Allowance

The Interim Pastor should be made aware that they may apply for the Clergy Residence Allowance on their Income Tax and Benefit Return. The church must complete a T1223 form (Clergy Residence Deduction) for the Interim Pastor. The Pastor is allowed to deduct the lesser of

- (i) Their actual rent and utilities (if they rent) or the fair market rental value (if they own their own home) or;

(ii) Their remuneration for the year based on the following calculation. The Remuneration deduction allowed is the greater of

- (a) 1/3 of their total income on their T4 slip (box 14) or
- (b) \$ 1,000 per month up to 10 months for a total of \$ 10,000.

If the Pastor were to pay rent for a second residence near their place of ministry, they are allowed the deduction only on one residence, not both. Because the formula is complicated, if uncertain, it is advised that a tax accountant or the District office be consulted.

Compensation Package

It is strongly recommended that the Interim Pastor receive the same compensation package as the previous pastor, or proportional if part time, with certain exceptions.

Note: Attached is a document entitled, PROPOSAL FOR SALARY, EXPENSES AND BENEFITS.

Final Agreement

Some Interim Pastors may ask at this point that a secret ballot vote be taken to ascertain if the Board unanimously approves of the appointment and the agreements.

Prayer and Fellowship

Once the final agreements are made, the Board may wish to have a season of prayer with the Interim Pastor and then provide a time for refreshments and fellowship.

INTERIM PASTOR

HONOURING THE FORMER PASTOR

Now that the Interim Pastor has entered into the first phase of ministry, BEGINNING THE INTERIM MINISTRY, it may be the time to consider Honouring The Former Pastor. This is one of the most important aspects of the Interim Pastor's ministry. Depending on the circumstances of the former Pastor's departure, this can be difficult but essential. Regardless of the circumstances that have brought about their departure, there will be those in the congregation who have been in favour of the departure, as well as those who have regretted it. The Interim Pastor must operate with wisdom, Christian grace and diplomacy in handling matters pertaining to the tenure of the previous Pastor.

There may be occasion where an overt act of protection of a former pastor may prove to do more damage than good. The wise Interim Pastor will avoid being drawn into either defending or blaming a pastor who may have committed some wrongdoing. The ministry of listening may be one of the most significant means of bringing healing in the church.

The Interim Pastor should look for opportunities for recognizing the faithfulness and dedication of the former Pastor and family and hold them in esteem in the eyes of the congregation:

- A well-planned farewell may be appropriate, with chosen members of the church who could address the congregation regarding blessings derived from the former Pastor.
- A letter of appreciation from the Church Board for the faithful ministry of the former pastor and spouse and family, citing some fond incidents during their ministry
- The Interim Pastor may wish to offer a public tribute to the former Pastor and family, outlining their accomplishments. The Board may be helpful in drafting such a tribute.
- While in conversation with the members of the congregation, the Interim Pastor may wish to show support of the former Pastor and family citing certain accomplishments.

The Interim Pastor may meet with people who have been critical of the former Pastor, in an attempt to restore relationships or to bring about reconciliation.

The Interim Pastor should never become involved in criticism of the former Pastor but seek to point people to the Pastor's good points and the blessing they have brought.

The Interim Pastor should not be too quick to change programs that were developed under the leadership of the former Pastor, lest such actions be misunderstood.

INTERIM PASTOR
SAMPLE SERMON SERIES

Now that the Interim Pastor has taken care of matters such as those outlined in the document, BEGINNING THE INTERIM MINISTRY and HONOURING THE FORMER PASTOR, the Interim Pastor may see the necessity of preaching a series of sermons designed to prepare the congregation for the election of a new Senior Pastor. The Interim Pastor is encouraged to develop their own series according to the needs of the local church. The following sermon outline is a sample of such a series.

SERMON ONE: The Church's One Foundation:

- Scriptural foundation: Caring for the church 2 Corinthians 11: 28; 12: 19-20;
1 Timothy 3: 14-16
Dignity – Mobility – Loftiness of the Church
Christ, the Head – Building His Church to be triumphant

SERMON TWO: The Importance of Leadership

- Scriptural foundation: 1 Thessalonians 5: 11-13
- Three important classified areas for development, advancement and progress are:
 - a. Attending – congregational responsibility:
 - b. Extending – rises and falls on the Great Commission involving both the congregation and the pastor
 - c. Defending against
 - infiltration of error
 - lack of knowledge of doctrine
 - failing leadership

SERMON THREE: The Importance of Unity

- Scriptural foundation: Nehemiah chapters 6, 7 and 8
- The people heard and saw the need
 - a. It was a time to unite
 - b. It was a time to rise up
 - c. It was a time to build
 - To accomplish this they strengthened their hand to work
 - Revival was the mark of the New Testament Church
 - Result of unity and prayer

SERMON FOUR: Respect for Leadership in the Church

- Scriptural foundation: Ephesians 4: 7-14
 - Leadership is God's gift to the Church
 - Whenever there is entrustment by God there is always responsibility as well
 - This requires loyalty, support, cooperation, commitment and prayer on the part of the assembly (1 Timothy 5: 17-20).
 - The new pastor is simply an anointed vessel of the Lord (Hebrews 3: 1-6)

INTERIM PASTOR
ASSUMING THE ROLE OF CHAIR OF THE
PASTORAL SEARCH COMMITTEE

In the likely case that the Board, in consultation with the District Superintendent, has appointed the Interim Pastor to assume the role of Chair of the Pastoral Search Committee (see CHAIR OPTIONS), the Interim Pastor already has many resources at their disposal.

The Interim Pastor, as Chair, may turn now to the first section of the TRANSITION MANUAL entitled THE TRANSITION PROCESS. The following is a quote from the INTRODUCTION page of the MANUAL:

“The MANUAL is divided into two sections THE TRANSITION PROCESS, and THE ROLE OF THE INTERIM PASTOR. While the sections are different, they are inter-related. If an Interim Pastor is chosen, the MANUAL may become very helpful”

The question may arise, where does the Interim Pastor begin their role as Chair?

It is suggested that the Chair begin by reading the entire MANUAL from cover to cover. Each page will give the Chair a sense of confidence because each is based on the previous page and therefore designed to be a step by step guide in the process.

The Chair will gain an even broader understanding of the task by reading one or more of the books listed on the page entitled REFERENCE LIBRARY.

From that point on, the Chair may simply follow the page by page steps beginning with the page entitled, CONGREGATIONAL SURVEY, and concluding with the page entitled, CHOOSING THE TOP CANDIDATE FROM AMONG THE THREE.

The TRANSITION MANUAL - A GUIDE FOR CHURCHES IN TRANSITION is not intended to be mandatory. If a certain page is not needed, it is not required that it be used. The MANUAL recognizes that each church has its own characteristics and its own needs.

The Chair is the Superintendent's authorized representative. Therefore it is the responsibility of the Chair to keep the Superintendent or designate informed at every step in the process. Whenever there is a published document prepared, such as agendas, minutes, announcements, surveys, etc, a copy should be forwarded. This is valuable information for the Superintendent who is ultimately responsible for the transition process. In addition, the Chair should update the Superintendent or designate to seek advice and direction.

THE BOARD

SAYING GOODBYE TO THE INTERIM PASTOR

Now that the new Senior Pastor has been elected and the Interim Pastor has completed their interim pastor responsibilities, along with serving as Chair of the Board and (in most cases) Chair of the Pastoral Search Committee, the Board may wish to arrange a number of farewell gatherings to show appreciation on behalf of the congregation.

There will be members of the congregation who would like to have the opportunity to express thanks to the Interim Pastor and their spouse for their leadership during the transition. The following are some suggestions that may be appropriate:

- Announce in advance that a special love offering would be taken for the Interim Pastor.
- The members of the Board and Pastoral Search Committee could hold a barbecue or go to a restaurant with the Interim Pastor for a time of special fellowship.
- Encourage members of the congregation to submit cards and letters of appreciation.
- Arrange a sit-down banquet or pot-luck dinner in honour of the Interim Pastor and spouse. Humorous skits and speeches will make the occasion memorable. Give opportunity for each church department to make presentations to the Interim Pastor.
- Pictures of special events in which the Interim Pastor participated are always appreciated. If the Interim Pastor is well known, a “this is your life” presentation is always interesting.
- Arrange a final service when the members of the Board and Pastoral Search Committee have opportunity to show appreciation.
- The Board may present the Interim Pastor with a plaque or a special letter expressing appreciation.

Whatever the Board decides to do for the Interim Pastor, it is important that the Interim Pastor and spouse leave the church with a sense of fulfillment and a knowledge that they are loved. The church will be rewarded in due time for treating their Interim Pastor with love and appreciation.

INTERIM PASTOR

APPLYING FOR EMPLOYMENT INSURANCE BENEFITS

Now that the Interim Pastor has completed their assignment at a local church, they may apply for Employment Insurance Benefits provided by Human Resources Development Canada. The provisions are outlined in the booklet, EMPLOYMENT INSURANCE – Regular Benefits, available at any HRDC office. The Interim Pastor is hereinafter referred to as Claimant. The term Employment Insurance is hereinafter referred to as EI.

EI is generally available to the claimant under the following conditions:

- The claimant or the church must have made regular premium payments to EI during the period of employment for all earnings up to a maximum of \$ 39,000.
- The claimant must have worked between 420 and 700 hours within the last 52 weeks or since the start of the last claim, whichever is shorter. (in some cases 910 hours).
- The claimant must obtain a RECORD OF EMPLOYMENT form from their previous church stating that the “End of Contract” has been reached. The form must state the number of hours worked and the total earnings in the period of employment.
- Love offerings or severance pay are counted as income and must be reported.
- The claimant must apply either in person by Internet or at the nearest EI office.

How much will a claimant receive?

- The claimant may receive benefits for a period of 14 to a maximum of 45 weeks.
- The rate is 55% of the average insured earnings to a maximum of \$413 per week.
- The claimant, in addition to receiving EI benefits, may earn up to 25% of their weekly EI benefits or \$ 50, whichever is higher, without it affecting their benefits.

What needs to be declared?

All earnings, as well as retirement income including Canada Pension plan, Old Age Security, RRSP, disability pensions, survivor’s or dependent’s benefits and EI benefits must be declared. In most cases these may not affect the regular EI benefits payments.

Availability for work

- The claimant must declare they are able and willing to work and is seeking employment.
- The claimant must report when they will be away from the general area of residence (e.g. out of province or country). EI benefits may not be paid during these periods.

How to report.

- The claimant may report bi-weekly either at a local EI office or by Internet through the TELEDEC system.
- The claimant must obtain a TELEDEC PIN number when applying.

CONGRATULATIONS!

Congratulations! You have now completed the **ROLE OF THE INTERIM PASTOR**. We trust that the **TRANSITION MANUAL**, whether used in whole or in part, has been of some assistance in the many steps you have taken in choosing your new Pastor. We wish you God's blessing in the coming days.