Classis Supervisor Orientation

Why are we here?

- Pastoral transitions are happening more frequently as pastors spend less time, on average, in each call.
- Pastoral transitions take 12 to 24 months on average.
- The work of a classis supervisor is to help a congregation navigate five critical junctures in the transition process:
  - Closing a pastoral relationship
  - Reflecting on the mission and capacity of the congregation
  - Discerning the right candidate
  - Calling that candidate to become pastor
  - Helping that candidate transition to be the pastor of the congregation

As a classis supervisor, your work in this time of transition is very important. This workbook and the accompanying video are intended to do two things:

- Define a pathway for healthy pastoral transition
- Equip classis supervisors to help congregations move through that pathway

Within this workbook, you’ll find important questions to ask, as well as additional resources to help you through this process. We hope you find them useful.

Acknowledgements

- The 2015 Pastoral Transition Summit in Chicago, Illinois
- The team that helped create this material: Bob Hoffman, Kendra Van Houten, Mike Hayes, Chad Schuitema, Wayne Van Regenmorter, Ken Eriks, Joann Koning, James Koopman, and Andrew Bossardet
Closing a pastoral relationship

The challenge: Every pastoral transition includes a process of grieving within a congregation.
Your role: Supervisors should act as both comforters and encouragers while a congregation grieves what was.

The challenge: A supervisor can expect anxious behavior from congregation members, such as blaming, the desire for a quick fix, and strong reactions.
Your role: A supervisor is most helpful when he or she stays calm in the middle of this behavior.

The challenge: A church’s ministry needs still exist in this transitional period.
Your role: A supervisor may recommend a consultant or transitional/interim minister. These individuals should be chosen with the same care as choosing a new pastor.

Questions for supervisors to ask

- How are the congregation and consistory grieving?
- Do they need to speed up or slow down the process?
- How can an outside voice be helpful to this congregation?
- What does this congregation need to do to be healthy enough to move forward?

Additional thoughts
Resources

- *Healing the Heart of Your Church* by Kenneth Quick
  This resource helps congregations identify and address places of pain or shame in the life of the congregation. Practical tools and plans are included.

- *Crucial Conversations* by Kerry Patterson
  This book helps a leader navigate the differences of opinion that will show up during a transition.

- Peacemaker Ministries (www.peacemaker.net)
  This website can help a supervisor bring closure to any conflict that may occur in the initial stages of a transition.

- *The Emotionally Healthy Leader* by Peter Scazzero
  This book can be a helpful group study for a consistory as members step up in leadership and want to do so in a way that honors Christ.

- *When Steeples Cry* by Jaco Hamman
  This book can help a congregation handle the trauma and grief that come with transitions and other painful memories in a church's life.

- *Next: Pastoral Succession That Works* by William Vanderbloemen
  This book discusses succession planning, in which a new pastor is selected while the current pastor is serving. There are both successful and disastrous models of succession planning, so this book may help you navigate a different road map for pastoral searches and transitions.
Reflecting on the mission and capacity of a congregation

Reflection may be the most important step in the transition process, and here’s why:

- It is crucial for pastoral candidates to know a church’s mission (the purpose of the church), its vision (the three- to five-year goals of the congregation), and its values (the behaviors and character traits of the congregation) in order to discern a good fit.
- Congregations need to be honest about both their ministry and their financial capacity when considering how to bring in a new pastor.

Discernment is both an art and a science. This process will take a lot of prayer; objective assessment tools can also help (see next page).

Questions for supervisors to ask

- How can I help this congregation seek the Spirit for her future?
- What is the most truthful description of this congregation’s current state?
- Which assessment(s) will best help the congregation see herself clearly?
- Do we need to slow down and collect more data or speed up and take action on some goals?
- How do the congregation, consistory, and classis communicate? How can that communication be improved?

Additional thoughts

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Resources

- *Leading Congregational Change* by Jim Herrington
  This book outlines a careful and deliberate process for leading change. While a congregation may not want to undergo the whole process without pastoral leadership, they can at least use some of the conversation guides to get an idea of their current reality and God’s preferred future for them. This book is also useful in Ridder Church Renewal.

- *Transformational Church* by Ed Stetzer and Thom S. Rainer and *Autopsy of a Deceased Church* by Thom S. Rainer
  These books come from a definite evangelical background, but are based on sociological research. *Autopsy* outlines predictors that a church is close to death, such as a church that rarely prays together or an emphasis on restoring the past. *Transformational Church* establishes the opposite, outlining the seven factors in a church that are likely to transform the lives of congregants and the community, such as vibrant leadership and relational intentionality. The *Transformational Church assessment tool is available to churches by emailing thriving@rca.org.*

- *Transitional Ministry Today* edited by Norman B. Bendroth
  This is a collection of essays about the changing face of transitional ministry in the 21st century. Supervisors interested in taking a more active role in the congregation may want to read this to get some different perspectives.

- *Next: Pastoral Succession That Works* by William Vanderbloemen
  This book discusses succession planning, in which a new pastor is selected while the current pastor is serving. There are both successful and disastrous models of succession planning, so this book may help you navigate a different road map for pastoral searches and transitions.

- *Church Unique* by Will Mancini
  This book discusses a ministry’s particular “frame” in its current context, highlighting mission, vision, and values. This is emerging as a new classic text on ministry planning and can help a congregation get a sense of her character and mission before calling a pastor.

- Congregational Vitality Pathway (www.vitalitypathway.org)
  This leadership process can be very helpful in working through a congregation’s current state, mission, vision, and values. An assessment based on the Congregational Vitality Pathway is in the appendix of this workbook. You can also contact Andy Bossardet at the RCA for more information: thriving@rca.org.
Discerning the right candidate

Congregations trying to discern who should be their top pastoral candidate often put together a search team to do the lion’s share of this work. Here are some tips for classis supervisors as you enter this stage of the process:

- Search teams should be made up of the smallest number of people who can get the work done. These individuals should have a deep understanding of both the breadth and depth of the congregation.
- Consistories can empower search teams by giving them a clear charge. This involves outlining a process with boundaries and clear expectations for the work.
- Search processes can be difficult, and sticky situations often come up. Supervisors would be wise to use the RCA’s search team guide (see other side) when possible.

Questions for supervisors to ask

- What does the search team need in order to be successful?
- Who needs to be on the search team?
- How can the search team proceed in a faithful and ethical way?

Additional thoughts


Resources

- Email ministryservices@rca.org to get information on search team consultants.
- Use the RCA online search team manual (www.rca.org/resources/pastoralsearch), which outlines a process for a healthy search team.
- Check out www.rca.org/employment and seminary websites, which can help churches network and find candidates.
Calling a candidate and training the new pastor

The finish line is in sight! But the guidance of the classis supervisor remains important as a church calls a new pastor and brings her or him into this new community. Keep the following tasks in mind as you start to bring the time of transition to a close:

- Make sure there is good communication between the classis, the candidate, and the congregation, so that the transition continues smoothly.
- Remain in close contact with the new pastor for at least six months, and up to one year, to support both the pastor and his or her transition into the new ministry setting.
- Educate the congregation on good practices for helping welcome a new pastor.
- Be sure to celebrate the work of the search team and consistory.

Questions for supervisors to ask

- How clear is the job description for the new pastor?
- Have all the procedural pieces of the call been taken care of?
- Which key people can I introduce the pastor to in the classis and community?
- How can this congregation help this pastor transition into this ministry?

Additional thoughts

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Resources

- Lynnwood Reformed Church’s checklist for an incoming pastor
  This resource gives practical ideas for helping a new pastor transition into the community. This checklist is included the appendix.
- Other key forms are available through your classis clerk.
Thank you for spending time with this training material. The RCA is committed to helping you with your next steps as a classis supervisor. If you have questions after this training, or are facing a situation not addressed here, we would be happy to help connect you with the resources you need. Feel free to contact me at 616-541-0906 or thriving@rca.org.

Blessings always,
Andy Bossardet
Coordinator for equipping thriving congregations
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Classis Supervisor Responsibilities

**Book of Church Order Directives Addressing Classis Supervisor**

The classis shall appoint one of its ministers as supervisor of all proceedings of the consistory of a church without an installed minister. The classis shall determine the appropriate responsibilities for the supervisor. Chapter 1, Part II, Article 7, Sec. 3 ([BCO pp. 33-34](#))

The commissioned pastor shall be authorized to preach the Word and celebrate the sacraments. The classis may authorize the commissioned pastor to any or all of the following functions:

- Serve as presiding officer of the consistory, at its request and may be appointed supervisor of that consistory. Chapter 1, Part II, Article 14, Sec. 8a ([p. 57](#))

**Holland Classis Policy and Practice**

In the Holland Classis, the Church Support and Supervision Committee (CSS) is charged to supervise churches without an installed minister or senior minister. The committee is responsible for the appointment of a Classis supervisor to the local church.

The role of the Classis Supervisor is to serve as a link between the Classis and the consistory. The role is there to fill the void created by the vacancy of the installed minister position. The appointee assists with supervising the processes used to administrate the church and search for a new pastor. As a representative placed there by the Classis, the Supervisor visibly and personally shows the continuing interest of the Classis in the ministry of the church. The Supervisor conveys the support of the Classis for the church providing resources that the church may not otherwise be able to access.

The Classis recognizes that each church situation has its unique circumstances. The Classis policy and role description cannot and should not attempt to cover all possible scenarios that may be faced by the Supervisor in a particular setting. CSS expects its supervisors to use personal integrity and wisdom to address the situations that may arise. Furthermore, the supervisor is to consult with the CSS committee when clarity is needed.

 Ministers and Commissioned Pastors are members of the Classis when they are received into the ministry of the church. Therefore the Classis has a significant stake in the decision of who is called as the pastor. The Classis is responsible for the care of the pastor. This also means that the Classis has a significant interest in the compensation provisions of the call to ministry.

**Goals or Outcomes**

It is the intention of Holland Classis to achieve the following goals through a pastoral transition process. We recognize that these results may take longer time than the transition period itself to be seen.

- There has been a good closure with the previous pastor, including: exit interview, proper grieving, healing of hurts and mending of divisions.
- There is a good fit between the new pastor and the congregation; an appropriate match of needs and strengths to advance the clearly defined vision of the congregation.
- There is a healthy relationship between the classis, pastor, congregation, staff and consistory.
- The congregation is engaged in more outreach and is more aligned with the Classis’ vision to sow new congregations, serve our community and support one another in ministry.

**Process for the appointment of a supervisor**

1. This committee is instructed by the BCO that it shall appoint a minister of Classis Holland as supervisor of a consistory without an installed minister.
   a. If the consistory requests, the CSS committee will appoint a classis supervisor to a church that has a senior (or lead) minister vacancy though other installed ministers are serving the church. CSS believes it is in the best interest of the church to appoint a supervisor when a senior/lead pastor vacancy exists in order to minimize potential conflicts of interest.
   b. The request for a classis supervisor can be made any time after the pastor’s impending departure has been announced.

Used with permission from Holland Classis.
2. Whenever a consistory enters a search process for a minister or commissioned pastor, the CSS committee shall be informed of the action. The CSS will designate a classis supervisor for the calling process so that communication and accountability lines are established. The supervisor may be the pastor (or one of the pastors) of the church.

3. CSS will discuss the appointment with the consistory before the appointment is confirmed. For example, CSS may provide three names from which the consistory may prioritize the order; or the consistory may provide three names which CSS may prioritize. CSS wants a partnership with the consistory in this assignment. Typically, the appointment will not be a surprise to the consistory when it is announced. However, it is the appointment of the Classis and CSS will make the arrangements with the supervisor.

4. In the event that either the designated supervisor or the consistory wish to have a new supervisor appointed, such requests shall be made to CSS.

Appointment of a Commissioned Pastor as a Classis Supervisor
1. CSS may appoint a Commissioned Pastor of the Classis as presiding officer of the consistory that the Commissioned Pastor is serving, if:
   a. The consistory requests this appointment in writing to the CSS committee, and
   b. An installed minister is not otherwise serving the church.

2. The Commissioned Pastor may only serve as a Classis Supervisor at the church to which that pastor is commissioned. When approved, the appointment becomes part of his/her commissioning.

Role and Responsibilities of the Supervisor
1. **Consistory.** The supervisor shall keep informed about the actions of the consistory. The Classis supervisor is the presiding officer of the consistory. The supervisor may defer the task of presiding to someone else present, but always retains the title.
   a. The supervisor shall attend meetings of the consistory, as needed or agreed, but shall always receive notice, the agenda and the minutes for each meeting.
   b. If the congregation has engaged the services of an Interim or Transition Minister, that minister may lead the meetings. However, if the Classis supervisor is present, the Supervisor is the presiding officer. The supervisor may defer this responsibility to the Interim minister.

2. **Search Process.** The supervisor shall provide leadership to the Pastoral Search Team (PST), assisting them in their self-study and search for a new pastor.
   a. The supervisor shall attend meetings of the PST, as needed or agreed, but shall always receive notice, the agenda and the minutes for each meeting.
   b. If the congregation is utilizing the services of an Interim Minister, that individual may serve as a resource to the search process, but does not replace the Classis supervisor.
   c. **Classis interview.** The supervisor shall notify the Classis Coordinator when a finalist candidate is scheduled to meet in-person with the consistory. The Classis will arrange for an in-person interview with the candidate during the time the candidate is in town.
   d. When a call is issued, the supervisor will be responsible to see that all the particulars of the call meet the requirements of the *Book of Church Order* and the classis minimum standards for salary and benefits compensation.\(^1\)
   e. Normally, the supervisor presides at the congregation meeting where the affirmation vote to call the minister/commissioned pastor is acted upon.

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3. **Communication Link.**
   a. The supervisor shall send reports of the actions of the consistory and PST to the chair of CSS, generally bi-monthly. CSS may provide a report form for the supervisor to use.
   b. The supervisor shall consult with CSS when unique circumstances seem to call for a change in the normative responsibilities of the supervisor.
   c. The supervisor shall confer with the Interim/Transition Minister to identify and address issues within the church. Together they develop a strategy to resolve the issues.

4. Other services may be agreed-upon by the Supervisor and the Consistory with the approval of the CSS committee.
   a. The supervisor shall not be expected to perform pastoral duties, unless specific contractual arrangements are made between the supervisor and the consistory with suitable compensation for these services. Provision for such ministerial services may be arranged by the consistory through an agreement with the Interim Minister, another area minister or a theological student under the care of the classis.
   b. The supervisor may preach/lead worship at the church occasionally and receive the normal honorarium provided to guest preachers.

5. **Remuneration.** For services rendered, the church shall provide suitable compensation to the supervisor.
   a. CSS recommends that the consistory compensate the supervisor at a rate of $50.00 per Consistory or Search Committee meeting attended or $200 per month whichever seems more equitable. The supervisor shall submit an account of the meetings attended to the church treasurer once per month, if the per meeting rate is chosen.
   b. It is recognized that the supervisor may attend additional less formal meetings than the called consistory and PST meetings, and may not be compensated for each of these meetings.

**Steps to complete during the Transition Period**

A church may be guided through these steps either by the Classis Supervisor, CSS team and/or Specialized Transition Minister. The classis normally prefers that the following steps be completed before a Call to a new pastor is signed and delivered to that person.

1. **Ending Well**
   When the pastoral relationship with a congregation ends well, healing and preparation for the next pastor is accelerated. The following actions may happen:
   a. A classis team will conduct an exit interview with the departing pastor.
   b. A classis team will conduct an exit interview with the consistory.
   c. Complete and submit a Dissolution of Pastoral Relationship to the CSS.
   d. Complete a *Covenant for Our On-Going Relationship* between the departing pastor and the consistory with CSS approval.
   e. Negotiate a Severance Agreement when necessary and secure CSS approval.
   f. Aid the church in saying farewell, expressing appreciation, and when applicable, sending/commissioning their pastor to a new call.
   g. Provide means for the congregation to heal. The departure of a pastor can be accompanied by feelings of grief, anger, hurt, fear, uncertainty, division and abandonment.
   h. Prepare a consistory for possible attrition in attendance and giving, and possible attempts to seize improper influence by individuals in the congregation.
   i. Make sure that plans and assignments are in place to cover the basics such as pastoral calling and preaching.

Used with permission from Holland Classis.
2. **Who are we?**
   During a time of leadership transition, it is necessary for a church to honestly look at who they have become; to define “what is.” This phase is devoted to clarifying their strengths and challenges. Either the consistory will be actively involved in the following steps or a Transition Team may be formed to guide the process.
   - Perform a self-study that includes analysis of congregational and community data.
   - Conduct congregational forums to listen to the concerns and dreams of the members.
   - Complete a health assessment such as Natural Church Development (NCD), Reveal, or review by a team of STMs.
   - Review internal systems and organizational structures to evaluate their appropriateness and effectiveness.

3. **Where do we go from here?**
   It is now time to discern God’s call, with an accurate assessment of congregational and community needs and assets, the task is to clarify direction and define leadership needs.
   - Define the mission, vision and values of the congregation.
   - Complete a congregational profile.
   - Write a position description for the next pastor.

4. **Who will lead us there?**
   With clarity regarding the present, an agreed directive for the future, and a profile for the new pastor, it is time to launch the search process.
   - Determine the search process, including the size, accountability and make-up of the Search Team, its working budget, communication and confidentiality expectations, and any other boundaries that will define their work.
   - Assure that provision is made for this entire process to be upheld in prayer. This is a spiritual decision.
   - Recruit, train and commission the Search Team.
   - At the appropriate time, make sure that the following have been checked: primary references, second tier references, stated clerk of candidate’s current classis, criminal records, credit, etc.

5. **Discerning, Deciding and Negotiating**
   After reading piles of profiles, conducting interviews and site visits, it’s time to come to a decision.
   - Remember to notify the Classis Coordinator to schedule an interview between the classis committee and the leading candidate before the consistory or congregation registers their final vote.
   - Once an official vote has been taken and the terms of the call have been negotiated, submit the completed Call Form with all the necessary signatures to the Classis Leader. Before submitting the form, confirm that the terms of the call meet current classis minimum salary guidelines.

6. **Beginning a New Relationship**
   Now that the match has been made and the new pastor has arrived, it’s time to make it official and celebrate.
   - Schedule an installation service. This is an official a classis event, however it is the classis’ value to make it as personal for the congregation and new pastor as possible. In order to provide time to adequately inform the other churches in the classis and secure a presiding officer, please contact the Classis Coordinator at least 3 weeks before the proposed date.

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7. **Beginning Again**

In order to get things started on the best foot, it is important that adequate orientation and helpful connections are made early in the new pastorate.

- A member of CSS or the supervisor will meet with the new pastor monthly for the first 6 months. They will help orient them to the congregation and to the community. This should include the location of area hospitals, counseling services, and other local resources.
- Holland Classis expects each of its pastors to be in a peer learning network and/or coaching relationship. The Classis Coordinator, with the Minister S & S Committee, can assist to make these connections.
- Pastors and their families often need some time and space to grieve what they have left behind. Although they may be excited to begin a new call, they have left friends, home, schools and fond memories.
- It is also recommended that the new pastor meet with the Search Team one more time after 6 months to check in with their expectations.
- It is recommended that 6 month reviews be set up for the 1st two years of a new pastorate in order to catch misunderstandings early and provide mutual affirmation during the early stages of this new relationship.

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1. RCA Call Form and the compensation standards are found on the Holland Classis website or may be obtained from the Classis Coordinator. The completed and consistory signed call form shall be delivered to the Classis Coordinator so that the Classis President and Stated Clerk may sign the call form and forward it to the candidate.

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SUPERVISOR GUIDELINES

BACKGROUND: The BCO mandates the following, “The classis shall appoint one of its ministers as supervisor of all proceedings of the consistory of a church without a minister or senior minister. The supervisor shall attend all formal meetings of the consistory, due notice having been given.” Part II, Art. 7, Sec. 3.

As noted consistently in our church order, a primary reason the classis provides/requires a Supervisor has to do with the three offices of the church (Minister of the Word and Sacrament, Elder, and Deacon). With the departure of an installed pastor, the office of Minister and Sacrament is thereby missing in that congregation. The classis purposefully enables a whole and complete ministry in the life of a vacant congregation by supplying this office on a temporary basis.

PURPOSE: A supervisor assists a congregation by providing knowledgeable support and wise counsel during the vacancy of its solo or senior pastor. The supervisor serves in the role of a liaison, advocating for and between congregation, consistory, and classis. The supervisor is responsible to help insure that an open and accountable relationship exists between the consistory and the congregation, and between the church and the classis, until such time as the pastoral vacancy is filled.

DURATION: Unless there are extenuating circumstances, a supervisor is expected to continue on in that role until such time as a new ordained pastor (solo or senior) is installed.

EXPECTATIONS:

- In churches that do not secure the services of a SIM (Specialized Interim Minister), the supervisor is to attend all regular and special consistory meetings. While scheduling may result in the occasional missed meeting, regular attendance is strongly urged and is considered to be very important.

- In churches that have secured the services of a SIM, the supervisor's role may change, and yet their purpose does not. The supervisor (and not the SIM) is responsible to the church, and especially to classis, for wise and faithful oversight in the life of a vacant congregation. The supervisor should be available and willing to attend any/all meetings of consistory to which his/her presence is requested, regardless of the presence of a SIM.

- In relation to the church’s Search Committee – a supervisor’s primary task is initially to help that committee understand its task, its resources, and the process by which they will arrive at the profile of a desirable next senior pastor. Once the supervisor is assured that the Search Committee understands these things, their role in this process should diminish. It is NOT the responsibility of the supervisor to “pick” the next pastor for the congregation. A supervisor becomes overly involved in the search process at his/her own, and the congregations, peril. At times the Search Committee may seek the supervisor’s insights in evaluating a profile under consideration, and the supervisor should feel free to do so. These comments are made to help the supervisor understand that the Search Committee bears ultimate responsibility for their work and their recommendations. The supervisor is to help with process, resources, and goals.
They are to be available and helpful, but must be careful not to “over-function” in this area of responsibility and relationship within the life of a vacant congregation.

☐ In relationship to classis, a supervisor should maintain regular verbal contact with the chair of the Supervision of Churches Committee. Written reports may be submitted as they are felt to be needed, or as a preferred means of reporting.

☐ The Supervision of Churches Committee works to organize (and pay for) three lunches for all supervisors (February, June, October). This is a time when you can “connect” with the Supervision of Churches Committee, as well as gain the help and wisdom of those colleagues who are also seeking to help and guide a vacant congregation. Attendance at these meetings is strongly encouraged.

☐ In consideration of the time and effort spent on behalf of the church, the supervisor shall respectfully receive remuneration for the services provided during his/her supervisory role. It is this committee’s suggestion that the per-meeting stipend be $100 or the equivalent to a congregation’s Sunday morning pulpit supply compensation (The congregation can petition the classis through the Supervision of Churches Committee for support for this remuneration).

Please also read and consider the accompanying document entitled, “Classis Supervisor” as it has been copied from the RCA Handbook for vacant congregations.
Classis Supervisor

Appointment and Role with the Consistory

“The classis shall appoint one of its ministers as supervisor of all proceedings of the consistory of a church without a minister or senior minister. The supervisor shall attend all formal meetings of the consistory, due notice having been given.”

Part II, Art. 7, Sec. 3

The classis has the sole authority to appoint the supervisor of an open congregation. While the classis can take into consideration requests by a congregation for a specific supervisor, the classis must appoint a minister who, from the classis point of view, has the gifts and abilities to be the supervisor of a church. A church doesn’t need someone it “likes,” the church needs someone who has gifts to help the congregation through this crucial period. The BCO requires the appointment of a supervisor who is a minister.

Come classes appoint supervision teams consisting of a minister and a layperson.

The appointment of the supervisor should take place immediately upon the approval of the application for dissolution of pastoral relationship. It is important that the supervisor participate in consistory meetings immediately, and if possible, before the departing pastor has left.

The supervisor is usually the pastor of another congregation with full-time responsibilities. The consistory of that church should be informed of the additional service their pastor is rendering and consent to this temporary arrangement. The supervisor will incur expenses in performing these extra services. Reimbursement should be made either by the classis or by the church receiving supervision.

The supervisor should make arrangements to meet as soon as possible with the consistory and its departing pastor. Important decisions by the consistory need to be made very quickly. The sooner an initial meeting occurs, the more likely the consistory, supervisor, and departing pastor will have time to discuss issues thoroughly and make informed decisions.

If the consistory determines that a specialized interim minister will serve the church during the pastoral vacancy, the responsibilities of the supervisor may be adjusted. It is essential that a clear division of responsibilities be worked out between the supervisor and the specialized interim minister, with the approval of the consistory.

(Classis Supervisor as copied from the RCA Handbook for vacant congregations.)
GUIDELINES FOR SUPERVISING PASTORS OF THE
CLASSIS OF PASSAIC VALLEY, REFORMED CHURCH IN AMERICA

I. General guidelines:
1) Supervising pastors should be appointed for one year. They may be
   reappointed. There will be an annual evaluation of the supervising
   relationship coordinated by the classis.
2) The goal of the supervising pastor is to assist the congregation in
   providing pastoral leadership for the congregation. This means that
   even in small congregations without fulltime installed pastors the
   consistory should be moving toward some type of parttime call or
   contract that provides for the pastoral care and leadership of the
   congregation.
3) The role of the supervisor is:
   a) to advise and supervise the consistory;
   b) to ensure that the congregation is moving forward in its need to
      provide pastoral leadership;
   c) to attend all congregational meetings;
   d) to ensure that the consistory meetings are run decently and in
      good order.
   According to the Book of Church Order, Part II, Article 7, Section 3
   (1994 edition):
   "The classis shall appoint one of its ministers as supervisor of all
   proceedings of the consistory of a church without a minister or
   senior minister. The supervisor shall attend all formal meetings of
   the consistory, due notice having been given."
4) The role of the supervisor is not:
   a) to provide pastoral leadership himself or herself;
   b) to impose his or her opinion, preferences, or solutions on the
      congregation, but rather to help them discover their own.
5) The agenda for the first consistory meeting with the supervisor should
   include the following:
   a) Introduction of himself or herself to the consistory and a review of
      experience, if any, in supervising other churches.
   b) An overview of the search process.
   c) Advice on the provision of temporary pastoral leadership.
6) Supervisors will:
   a) Encourage consistories to consider racial, ethnic and women
      candidates;
   b) Work with educational agencies and Reformed Church in
      America's Ministries and Personnel Services to get a variety of
      preachers and candidates.
   (Adopted by the Regional Synod, 1994)
7) Changes and exceptions to the above general guidelines must
   be approved by the appropriate classis committee.
II. Supervision of Smaller Congregations

A. Supervision of churches where a contract for pastoral leadership is with a minister from the R.C.A.:
   It is suggested that the minister become the president of consistory but that Classis provide one of its members for evaluation of the contract annually.

B. Supervision of churches where a contract for pastoral leadership is in place with a minister from another denomination:
   1) The supervisor will attend all consistory meetings.
   2) The supervisor will ensure that an evaluation of the contract is conducted toward the end of the contract period resulting in:
      a) Renewal of the contract; or
      b) Revision of the contract; or
      c) Termination of the contract (when this occurs, the supervisor will help the consistory establish a procedure to secure new pastoral leadership).

C. Supervision of churches where a contract is made with a lay person:
   1) The supervisor will attend all consistory meetings.
   2) The supervisor will ensure that an evaluation of the contract is conducted toward the end of the contract period resulting in:
      a) Renewal of the contract; or
      b) Revision of the contract; or
      c) Termination of the contract (when this occurs, the supervisor will help the consistory establish a procedure to secure new pastoral leadership).

D. Supervision of churches where there is no pastoral leadership:
   1) The supervisor should help the consistory conduct a self-study and a search process which will result in meeting the pastoral needs of the congregation.
   2) The supervisor should be a resource for the congregation in interviewing appropriate candidates.
   3) The supervisor should assist the consistory in contracting with the new pastor.
   4) The supervisor should provide guidance and leadership to the congregation during this process especially helping them to secure temporary, competent pastoral leadership.
E. **Guidelines for contracts:**
1) There should be starting and ending dates not to exceed one year.
2) There should be specificity on the expectations of both parties: a listing of all regular services where the pastor will be providing leadership is necessary; and clarity on remuneration.
3) A date should be written into the contract indicating when evaluation and review will begin and end.
4) The consistory must be led by a member of the Reformed Church in America.
5) There should be a written agreement as to who will lead the consistory. If the contracted pastor leads the consistory, there should be written requirements that:
   a) All must be done in accordance with the Book of Church Order.
   b) There will be periodic visits by the supervising pastor.
6) A copy of the signed contract must be sent to the appropriate classis committee.

III. **Supervision of churches with interim ministers:**

A. **Oversee the arrangements between the consistory and the interim minister.**
   1) Consult with the consistory to be sure the arrangements are fair and equitable to the church and the minister.
   2) Report the arrangement to the appropriate classis committee for classis approval.

B. **Meet with the interim minister to divide responsibilities.**
   1) The supervisor usually works primarily with the Search Committee, and the interim usually works primarily with the consistory, but this is subject to local adaptation.
   2) Maintain at least monthly contact with the interim concerning issues for the consistory and the church as a whole.
   3) Help develop a plan for the interim's focus throughout his/her contract.

C. **Attend consistory meetings at least quarterly.**

D. **Attend all congregational meetings.**
   1) With the interim, develop the meeting's agenda.
   2) Address the congregation concerning the search process.
   3) Speak on behalf of the classis.
E. **Ensure that a thorough congregational self-study is done.**
   1) The interim, in consultation with the supervisor, identifies/develops a self-study appropriate to the congregation.
   2) With the Search Committee and the interim, see that the self-study is implemented.
   3) Arrange for a copy of the self-study to be forwarded to the classis.

F. **With the Search Committee, translate the self-study results into a congregational profile.**

G. **Work with the consistory to revise, adapt or adopt the profile as the congregation’s and see that it is forwarded to the Office of Human Resources (OHR).**

IV. **Supervision of churches without interims, proceeding to call a fulltime pastor:**

   A. The supervisor must attend all consistory meetings.

   B. The Search Committee will normally be selected after the current pastor has left the site.

   C. The supervisor will help the consistory select a representative Search Committee.

   D. The supervisor may help the church find suitable worship leaders. Special care must be given regarding the celebration of the sacraments. The supervisor may also help the church find such pastoral services as it may need during this time.

   E. The supervisor may help the church hire a consultant to help them do a self-study. The length and breadth of that self-study will vary dependent on the situation in the church.

   F. The supervisor will help the Search Committee update any candidate so that the candidates will know where they stand in relation to a possible call.

   G. The supervisor may attend meetings of the Search Committee and will be an advisor to this committee.

   H. The supervisor shall take particular care that a consistent set of questions, including theological convictions, be developed and used so that all candidates receive a fair interview.
V. **Reimbursement for supervising pastors:**

1) There should be reimbursement of mileage, tolls, and other special transportation expenses at the rate provided by the IRS for all trips by the supervisor to meetings and services of the congregation.

2) **Recommendations to consistories for reimbursing supervising pastors:**

   It is suggested that consistories reimburse the supervising pastor $25.00 per meeting. Meetings include but are not limited to:
   a) Consistory meetings;
   b) Special training and consulting services;
   c) Additional services as negotiated between the supervisor and the consistory.
Although there is no perfect list that describes a healthy missional church, our Classis is using the ten healthy missional markers from the Congregational Vitality Pathway framework. By “healthy” we mean pursuing Christ. By “missional” we mean pursuing Christ’s priorities in the world. It is our fervent prayer that every church in our classis becomes a healthy missional church.

This Church Health Survey is not designed to “check up on” our classis congregations, but rather as a tool for “checking in” and connecting our congregations with the classis church health team, so the classis may better serve our congregations.

Your time, effort and candor as you fill out this survey are very much appreciated. The pastor and/or the consistory may fill out the survey.

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<tr>
<th>Lead Pastor Name:</th>
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Pastor meeting with a coach or spiritual director? How often? If not, would the pastor like information about coaching?

Pastor in an accountability group? How often? If not, would the pastor like information about accountability groups?

Average Weekly Attendance? 2014 ____ 2015 ____ Current____

What is the actual giving compared to budget in 2015?

Is there an issue or concern that your pastor or consistory would like to discuss with the church health team? If so, briefly describe (use additional paper if necessary)

Would your pastor or consistory be interested in learning about resources for growing in any of the 10 Healthy Missional Markers? If so, please list the marker(s)

1. Which leadership structure are you using? (Circle One)

   Leadership Team  Servant Team  Governance Model  Consistory  Other (please explain)

2. Which church type best describes your congregation: (these terms are defined at the Veritas Workshop or download a PDF from this link Understanding Church Categories) (Circle One)

   Healthy Missional  Stable  Critical Moment  At-Risk

3. Would your pastor or consistory like to learn more about the Congregational Vitality Pathway and how it could be a useful process for church health for your congregation? (Circle One)

   Yes  No  Maybe

Used with permission from Steve Norman. Adapted with permission of ECC.
# 10 Healthy Missional Markers Assessment

**Instructions:** Read the description of each marker and rate how regularly you observe that marker in the life of your congregation using a 1 to 4 point scale.

4= Consistently 3 = Moderately 2 = Inconsistently 1= Rarely or never

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<th>Rating</th>
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| **Centrality of the Word of God (2 Timothy 3:16)** | □ We believe that the Bible is the only perfect rule for faith, doctrine and conduct.  
□ Our preaching and teaching in all settings reflects careful preparation, relevance, and creativity.  
□ Our people are equipped and growing in their ability to study and apply Biblical truth in ways that lead to a scripturally integrated life. |
| **Life transforming walk with Jesus (John 3:3, 30; Phil. 1:6)** | □ We teach our people how to be attentive to Christ in all circumstances.  
□ Our people understand the radical nature of the message and mission of Jesus that continually deconstructs and reconstructs a person’s life.  
□ Our people are equipped and growing in their ability to use a variety of spiritual growth resources, experiences, and settings. |
| **Intentional evangelism (Matthew 28:18-20)** | □ We are burdened for the spiritual condition of those who do not yet know Christ.  
□ We have identifiable pathways for evangelism to take place in our ministries.  
□ Our people are equipped and growing in their ability to build spiritual friendships and know how to share their faith as God-birthed opportunities arise. |
| **Transforming communities through active compassion, mercy and justice ministries (Micah 6:8)** | □ We are burdened for the hurting people in our community and beyond.  
□ We have identifiable pathways for compassion, mercy and justice ministries to take place.  
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□ We have identifiable pathways to support the cause of Christ globally.  
□ Our people are equipped and growing in their ability to participate in the global dimensions of our ministry. |
| **Compelling Christian community (Acts 2:42-47)** | □ We understand that our love for one another is a powerful testimony to the deity of Jesus.  
□ We love each other as we are, not as we should be.  
□ We share life together beyond the worship service. |
| **Heartfelt worship (Psalm 138:1a; John 4:23)** | □ We exalt and celebrate God for who he is, what he has done, what he is doing and what he will do.  
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| **Culture of godly leadership (Hebrews 13:7)** | □ Our leaders at all levels serve with character, competence, and conviction.  
□ A spirit of collegiality pervades, with our people trusting our leaders and our leaders trusting our people.  
□ We continually identify and train godly leaders for all dimensions of our ministry. |
| **Fruitful organizational structures (Exodus 18:13-26, Acts 6:1-7)** | □ We can articulate a compelling, Christ-honoring vision for our church.  
□ We embrace evaluation as normal and natural and work through conflict constructively.  
□ Our organizational structures are designed to be efficient at making decisions while at the same time building congregational ownership for those decisions. |
Consistory evaluation
Based on the ten Healthy Missional Markers

Centrality of the Word of God (2 Timothy 3:16)

- We believe that the Bible is the only perfect rule for faith, doctrine and conduct.
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A Congregations Checklist for the Incoming Pastor and Family

1. **Pray for guidance and grace**  
Begin praying daily for the new pastor and family, even as you continue to pray for your departing pastor and family.

2. **Order signage, cards, and plan publicity**  
Order a new desk plate and/or doorplate with the new pastor's name. Include a welcome message on the street sign.  
Get pertinent cell numbers ahead of time and discuss with the new pastor the proper spelling of name, (be sure to clarify titles, formal and informational name preference and the use of initials.), and desired designs (let the new pastor choose his or her own design.) Order new stationary, new business cards and new personalized note cards for personal correspondence if desired. All this should be on the pastor's desk upon arrival.  
Also, depending on your situation and community, contact a local news organization and run a quick story of the new pastor with a picture.

□ Task: Contact new pastor and get proper spelling of name, (be sure to clarify titles, formal and informational name preference and the use of initials.), desired designs, order stationary and cards.  
Coordinator for this task: _________________________________________

3. **Coordinate "Letters of Welcome"**  
As soon as the new pastor is identified, have various persons in the congregation write notes of welcome at random times until the family arrives. This is especially valuable if children of the congregation write to any children in the pastor's family, teens write teens, and so on. These initial contacts can be very meaningful and comforting. Encourage the congregation to offer personal invitations to get to know the family after they move in.

□ Task: Have church members write notes of welcome to new pastor prior to arriving at the parsonage.  
Coordinator for this task: _________________________________________

4. **Make sure to "Warm The House"**  
If there is a parsonage that needs attention, (in matters of paint, carpet, etc.) this needs to be anticipated by the Building/Property Team.  
Have team inspect the parsonage, plan any updates and repairs, and make sure work is done as soon as possible; coordinating with the current pastor living in the parsonage.

□ Task: Have Building and Properties inspect the parsonage, plan any updates and repairs, and make sure work is done as soon as possible.  
Coordinator for this task: _________________________________________

Used with permission from Lynnwood Reformed Church.
5. **Paying for the Move**
The cost of moving the new pastor is the responsibility of the church "receiving" the pastor. Contact the incoming pastor as soon as you are allowed to do so, and offer whatever help and support you can in this process.

□ Task: Communicate with the incoming pastor about how to manage the costs of the move that is fair and equitable for both parties in terms of costs.

Coordinator for this task: ________________________________

6. **Pounding the Parsonage**
If it can be determined what needs the family may have, consider a house warming of appropriate gifts or a perhaps a "Pounding" (one pound of grocery staples like potatoes, onions, flour, sugar, but don't overlook some of the more creative possibilities such as a pound of nails, garbage bags, etc., whatever people can think of.)

Plan a fun way to welcome the new pastor and family as they move into the new parsonage/community.

Coordinator for this task: ________________________________

7. **The New Pastor’s First Sunday – Preaching Only**

The new pastor has NO IDEA of the rhythm of worship at a new location. While we are a connected denomination, and much of the structure is similar from church to church, each congregation has its own worship “comfort zone.” Because a new pastor has no idea of a church’s worship traditions the pastor by default ends up ‘changing’ things without even meaning too. To avoid this scenario on the pastor's first Sunday, plan for each role, except the sermon, to be presented by laity who can do the worship parts well.

The intent is to give the new pastor a chance to see and hear worship as it's normally done, and thereby allowing him or her to get a feeling before having to step totally into leadership. This could actually go on for a few weeks or until the new pastor has a good grasp and sense of ‘normal' for the congregation, and if multiple services are involved, having a few extra weeks of this approach allows time to address each different setting specifically.

□ Task: Sign up lay leaders to handle all worship tasks except sermon.
Coordinator for this task: ________________________________

8. **Welcoming the New Pastor as Part of Worship**
The first worship service with the new family present should include a ritual of welcome.

Used with permission from Lynnwood Reformed Church.
The introductions of the pastor and family should be a meaningful part of the service. Gifts of welcome and gifts that show acceptance of the appointment are appropriate. A new stole is a nice suggestion...or a new Bible as a symbol of the congregation's willingness to be led by this person, or both and more. Consider an official “church” stole that is removed from the departing pastor in a sensitive ceremony and placed on the new pastor all as a way of showing the leadership mantle has been moved from one to another. In a less formal way, perhaps simply presenting them his or her "new" business cards or other forms of greeting is enough.

Review the ritual in the Book of Worship, prepare the necessary gifts, and identify the necessary speakers and presenters as the ritual calls for. Make sure there is time in the worship service for the ritual.

□ Task: Review the ritual in the Book of Worship, prepare the necessary gifts, and identify the necessary speakers and presenters as the ritual calls for. Make sure there is time in the worship service for the ritual.
Coordinator for this task: ________________________________

8. A Reception Line is Always Appropriate

On the first Sunday, the pastor and his or her family have an opportunity to meet and greet in a formal reception line. This can be done well, or poorly, depending on how much thought is put into it. Some folks like the single line approach, where folks wait for a turn to shake hands and exchange greetings and names. This works in smaller situations where the line has the potential of moving along within reasonable limits. In a larger congregation, this line can grow quite long and the wait can reach into the hours. Long lines can also clog up hallways and doorways, making any movement of people nearly embarrassing to manage.

A few moments of thought may provide the best way of allowing folks to mill around the refreshments until the line is down to a few folks, and then they can step in and take a turn. In this way the line is more manageable, people don’t parish for lack of a drink and a sweet treat to keep energy up while they wait, and those who have less time can push forward a bit more quickly allowing those who have a more time to wait a bit, chatting with others in the room.

Put folks alongside the new pastor (and his or her family) who know most of the people in the congregation. Consider placing a “prompter” down the line who makes sure each person has a name tag, and is engaged conversationally in such a way that they can be reminded that this is just a quick greeting (as opposed to a recital of family history, who knows who and from where, etc.) Prompters can make sure to pass any important details to the greeters at the side of the pastor so they can assist in making the greeting of each person as meaningful as possible.

Another idea is to have a photo made of each person greeting the pastor as they hold up a card with their name written in bold ink. The pastor can then review the photos’ associating names and faces.

The golden rule is to keep this a time of dignity without becoming tedious and overly long.

Used with permission from Lynnwood Reformed Church.
□ Task: Set up a receiving line and refreshments for the first Sunday the pastor is present.
Coordinator for this task: ________________________________

9. Provide the "First Week of Meals" and Keep Some Distance

Boxes, boxes, everywhere boxes. To minimize stress, full meals – including disposable plates, plastic glasses and silverware, etc. could be dropped by the parsonage. Breakfasts can be fresh fruit, or sweet rolls and juices, or something similar. Lunches can be sandwiches from a store or homemade, it doesn’t matter much. A whole day’s provisions may be dropped off mid-day. In any case, provide a meal until the pastor’s home “kitchen” is in order and they can easily provide for themselves.

Adults may offer to help the new family unpack, but don’t be surprised if it’s rejected – a good deal of trust is called for to have unknown persons sift through personal belongings, box by box. Just providing time for the adults of the new parsonage family to work through unpacking together may be enough of a gift.

It is also a gift is a person with a truck comes by each evening and offers to cart off the empty boxes and other items that are to be discarded.

□ Task: Arrange for meals for the first few days, or until the unpacking is well in hand.
Check to see if any help is needed in the unpacking process.
Coordinator for this task: ________________________________

10. The Personal Finance Paperwork

As soon as is appropriate, the key financial officer of the church should arrange to sit with the pastor and exchange all necessary information for payroll, pension, deductions, etc. Caution: if it’s helpful to include the spouse at this time, plan for his/her participation. All decisions and agreements should be put in writing and signed by both parties. Make a note of birthdays, anniversaries, etc. for church publication at a later time.

Be aware this is NOT the time to unload all the news and blues of the churches financial status. That function should be done at a later time. This step can actually be done before the move actually takes place…discreetly.

Especially vital is making sure the pastor has income in a timely manner during the first four weeks. Some churches pay ahead for two weeks, some ahead for a month…some pay after. Depending on what type of payroll situation a pastor is coming from and what kind he or she is entering into, it can be a long time between salary checks. Do what you can to keep the family from being financially 'stranded' while waiting for the first paycheck to come through. There is
no official policy on how pastors get paid, per week, per month, paid forward, or paid for time served. It’s important to check this detail.

☐ Task: Make sure all salary, tax, and family information is updated and all questions are answered in regards to income.
Coordinator for this task: ________________________________

11. **Guide the "Community Tour"**

In the first few days, or even immediately before taking residence, it would be extremely helpful for someone from the church to take the new pastor on a full tour of the area, citing places of growth, sharing history, and giving insights to the community history and future; it's people, problems, and such. Schools, shops, etc. should be included.

A separate tour can be done on a subsequent day to orient him or her to the hospitals, nursing homes, nearby churches, etc.

☐ Task: Arrange for the new pastor to have a tour of the community
Coordinator for this task: ________________________________

12. **Plan a "Welcome Banquet"**

A special "all church" welcome banquet should be planned, and it may be that a Sunday after church isn't the best time. Whatever date/time is selected take pains to promote the date as early as possible and anticipate this occasion with humor, fun, and warmth. Providing a festive celebratory atmosphere is appropriate. There is some merit to doing a little sleuth work and learn what the favorite "church" meal of the new parsonage family might be. If the meal isn't appropriate for mass serving, perhaps a specific favorite food, i.e., dessert, or beverage, can be served as a gesture of thoughtfulness. It would be an easy and fun surprise as part of a larger great time of celebration.

☐ Task: Plan the welcome banquet, food, and entertainment, for the new parsonage family.
Coordinator for this task: ________________________________

13. **Walk Through the Church Finances**

In the first week of office work, set up a meeting where the new pastor and the Chair of finance, and other key chairpersons, can talk frankly and confidentially about the churches financial condition, stewardship health, investments, etc. This should be done with a minimum of three people so as to avoid the perception of one person manipulating the situation. Provide an honest review of the church’s spiritual health and an honest and “open book” review of church financial status.

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□ Task: Honest review of the church’s spiritual health.
Coordinator for this task: _________________________________________

Coordinator for this task: _________________________________________

14. Calendar Clearing, Working Styles, and Priorities

In the first week of office work, (which may be the second week of residency) the Administrative assistant (secretary, if there is one associated with the church) should identify time to accomplish the following:
Calendar coordination
Upcoming meetings
Office protocols

□ Task: Review the upcoming church calendar and areas needing attention.
Coordinator for this task: _________________________________________

15. Set up “Neighborhood Welcome Groups”
One person should be assigned to set up regional “welcome” gatherings at various members’ homes. Hosts should be selected based on their involvement in the life of the church as much as possible: this gets the pastor into the homes of the active folks as soon as possible. Also, other members attending can learn where some of their key church leaders live. The gathering should start at a certain time, and people should be encouraged to be present on time as much as possible (as opposed to a walk through where people come and go at leisure) the evening should conclude within 1.5 hours, maximum.

Every person on the total church mailing list should be divided into regions with a host/ hostess for each area. Each person on the subsequent lists should receive a short invitation from their assigned host/hostess in a hand-addressed envelope. Do not rely only on word of mouth, or just notices in the bulletin, or email/phone calls; instead, use all of these.

The welcome meetings should be in the evenings, as appropriate, and should be set up over a 4 to 6 week period. One or two person(s) should volunteer to travel to all the gatherings with the pastor – stay for the gathering – and handle all matters of introducing the new pastor and (spouse.) It’s important that this person be able to attend all gatherings to provide continuity and reflection from a consistent perspective.

This task can become cumbersome if not thought through. The pastor will be exhausted if dozens of house meetings rather than a strategic handful of locations are planned, or if 2 hours of interaction is crammed into 1 hour of visiting; unless carefully planned, what is meant as a gift can become a chore. The point is to offer a way for the pastor to meet and greet the bulk of the congregation without making it a grueling marathon. It may be helpful to consult with the new

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pastor for input on this particular step to get some ideas and feedback before launching a full
scale plan.

Nametags must be provided for all guests and worn at all times.

☐ Task: Set up the gatherings and make sure the pastor/family get to each on time.
Coordinator for this task: ________________________________

16. **Provide a "Shut-in" Tour**
In the first few days, someone familiar with the pastoral needs of the church should take the
new pastor to visit all shut-in's and elderly that could benefit from a visit. Also included on this
portion of the trip, if not covered in another way, is a drive by of all the area hospitals that your
congregation uses. Homemade maps should be provided if helpful, or a GPS would make a
nice welcome gift if the new pastor hasn't already purchased one.

☐ Task: Arrange for pastor to visit shut-in's and nursing homes in the community.
Coordinator for this task: ________________________________

17. **Set up "Meet the Chairperson" Meals or Coffees**

Each program ministry chairperson should be contacted and arrangements made to coordinate
with the new pastor's schedule. These meetings should take place within weeks 2 to 4 or as is
reasonable to do so.

These meetings shouldn't be about official church business where grand visions are unpacked,
or goals reviewed. (Business matters should be reviewed at later meetings.) This first visit with
each Chairperson should be a relationship building visit only. "Who are you, what keeps you
busy, family stories..." etc. Keep it simple.

It is suggested that one person attend each setting with the pastor and chair(s) for purposes of
continuity and facilitation. Each chairperson should first be thought of in terms of a private visit
with the new pastor, but in setting up an appointment for each person, consider bunching a few
together (no more than five at a table including the pastor and facilitator,) if and when
appropriate. It is understandable these introductions, done one at a time, day after day after
day, can be taxing, making a good thing into a hard thing. Look over your Chairperson list, keep
'oil' and 'water' on different dates, but there is likely no problem with 'water' and 'water' sitting
down together, 'oil' and 'oil' together, (especially for larger congregations) if it speeds up the
process a bit.

It's important everyone in the church is clear these meetings with the chairs aren't mini power
meals for personal agendas. Speak of it intentionally as relationship building to reassure others.
This is why one trusted person should attend all sessions with the pastor. If the congregation

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and leadership are confident these meetings are limited to building relationships, no one needs to worry someone is having the new pastor’s ear.

Bottom line: Set up meal/coffee meetings with various chairpersons and the pastor; let the pastor have some say in the scheduling of these meetings. The sooner these meetings are set up the more likely they will happen.

☐ Task: Set up meal/coffee meetings with various chairpersons and the pastor; let the pastor have some say in the scheduling of these meetings. The sooner these meetings are set up the more likely they will happen.
Coordinator for this task: _______________________________________

18. **If There is Staff Support, Plan a Short Retreat**

Within 4 to 8 weeks of the new pastor's arrival, it would be helpful to have a ‘soft’ plan for a staff get-away, to work out details, concerns, plans, and relationships. This is a retreat that may be best led by someone gifted in matters of group process, someone not related to the congregation or to the new or previous pastor, though much of the structure should be shaped by desires of the new pastor. Retreat details from A to Z, should be handled by someone on the staff in consultation with the pastor. Too often the new pastor has no idea where to begin with the structure (formal or informal) of the new congregation to pull off such a critical event early in the appointment.

☐ Task: Set up a full staff retreat; site, times, resources, etc.)
Coordinator for this task: _______________________________________

19. **Have Transition Team Do Extra "Follow Up Meetings"**

The Transition Team should work hard in the first 6 months to make sure the new pastor is getting the support and resources necessary to get involved and be effective. This means more meetings than usual, some at the church, some in homes, and some informally over a meal at a restaurant. Many shorter meetings are better than fewer long ones. Help the pastor feel supported and connected to the Transition Team. Listen to the needs articulated. Help the pastor to hear the needs articulated by the congregation. Adopt a list of meeting dates for the committee and pastor to handle small matters while they're small and to make sure questions are being handled.

☐ Task: Adopt a list of meeting dates for the committee and pastor to handle small matters while they're small and to make sure questions are being handled.
Coordinator for this task: _______________________________________

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20. **Go Over the Pastor’s Calendar Dates As Soon As Possible**

There may be a family vacation or continuing education planned as part of the pastor’s summer that was set up before the move was known to anyone. Review the calendar with the pastor to honor important dates as it applies to the church and to the pastor. Some grace and tolerance will be needed if there is conflict – making adjustments to expectations is typically easily understood by all involved.

☐ Task: Arrange for the review of big calendar dates and events with the new pastor as soon as possible and make a plan to accommodate the best path through in regards to plans made before anyone knew there was a move taking place. Be flexible.
Coordinator for this task: __________________________

21. **Committees by Photo**

Contact all the chairpersons of the committees and get a picture, a short bio, contact information, and a description of the committee. Printed and put them into a notebook or a digital file and present to the new pastor.

☐ Task: Arrange for committee photos, bios, and roles and put them in a notebook.
Coordinator for this task: __________________________

22. **Plan a "First Anniversary Party"**

On the first anniversary Sunday, a special celebration should be planned as a matter of encouragement and celebration. This is helpful because the first year is the toughest.

☐ Task: Arrange for a special celebration, in worship? or as a meal afterward, or both?
Coordinator for this task: __________________________