

# Appendix 1

## SAMPLE LETTER TO SEARCH COMMITTEE MEMBER

[Church name and address]

Mr. Howard Jackson  
65 First Street  
Rochester, NY 14605

[Date]

Dear Howard,

We are pleased that you have accepted the responsibility of serving on the pastoral search committee of Second Reformed Church. As a member of the committee, you will have a unique opportunity to identify goals for our congregation and to help select a pastor to lead us in the next few years.

The first meeting of the pastoral search committee will be held at 7:30 p.m. on October 13 in the fellowship hall. Our task for the evening will be to become familiar with the process of seeking a new pastor. Our supervisor, the Rev. John Anderson, will present a detailed overview of this process.

This will be a joint meeting with the consistory. A complete list of committee members is enclosed for your information.

Warm regards,

John Morris  
Vice President of Consistory

Donna Matthews  
Search Committee Chairperson

## Appendix 2

### SAMPLE CONTRACT FOR SPECIALIZED INTERIM MINISTRY (details may vary by classis or synod)

(Name of Congregation)

#### THE SYNOD OF MID-AMERICA, REFORMED CHURCH IN AMERICA

and

(Interim Pastor)

We believe that congregations can be creative and vital during the period between permanent pastors.

We covenant to work together to assist persons and the corporate membership to discover and fulfill tasks of mission and ministry in their lives, their community, and the world.

We believe that congregations have specific and varied needs during the period between permanent pastors.

We covenant to work together to discover those needs, to enable individuals to recognize and resolve their feelings, to learn how to cope with differences and conflicts, and to satisfactorily resolve any unfinished agenda that may block effective corporate and mutual ministries and mission.

We believe that congregations and individuals are dependent upon God's grace for reconciliation and renewal of spirit.

We covenant together to be intentionally open to the Holy Spirit in the processes of interdependent searching for direction and clarity of purpose as a congregation seeking renewal in an intentional interim ministry.

#### COVENANT PRINCIPLES OF MUTUALITY

##### **The Specialized Interim Pastor**

- Will not be considered a candidate for the position to be filled.
- Will normally serve as interim pastor until the congregation has a permanent pastor.
- Will provide normal pastoral and administrative leadership during the interim period.
- Will provide special leadership for helping the congregation deal with grief and conflict matters and projection of congregational goals.

##### **The Consistory**

- Will give direction during the interim period and support for the interim pastor.
- Will be expected to work together to resolve unfinished agendas and to establish goals for ministries and mission.

- Will not pursue the search process until it has determined, in consultation with the interim pastor and the supervisor, if the congregation is ready by virtue of having completed essential tasks.

**The Classis/Synod**

- Will provide a supervisor to work with the consistory and the specialized interim pastor during the interim period.
- Will provide a variety of consultative services to be used as requested by the consistory or the interim pastor.
- Will provide appropriate resources for use by the congregation and the interim pastor.
- Will provide continuing consultative help to the congregation when the search process is begun.

**Period of Service**

- Will be from \_\_\_\_\_, 20\_\_\_\_, through \_\_\_\_\_, 20\_\_\_\_.  
(month/day) (month/day)
- Will include vacation of \_\_\_\_\_.
- Will be extendable upon mutual agreement.

**Remuneration**

- Will be \$ \_\_\_\_\_ annually, \$ \_\_\_\_\_ per month.
- Plus housing allowance of \$ \_\_\_\_\_.
- Car allowance of \$ \_\_\_\_\_.
- Telephone expenses, except for personal calls.
- Entire contribution required of the church for the pastor to RCA Retirement Plan, RCA Major Medical, Dental, Long-Term Disability, and Group Life Insurance premiums.

**COVENANT/CONTRACT PARTNERS**

\_\_\_\_\_  
 Vice President of Consistory

\_\_\_\_\_  
 Specialized Interim Minister

\_\_\_\_\_  
 Clerk of Consistory

\_\_\_\_\_  
 Supervisor

\_\_\_\_\_  
 Date of Covenant

## Appendix 3

### SUGGESTED TERMINATION INTERVIEW QUESTIONS

The following questions are among those that may be explored in a termination interview with a pastor.

1. As our pastor, what do you see as the most significant strengths of our congregation? What are our weaknesses?
2. In what ways do you believe the church has been particularly effective in mission during the past two years?
3. What do you think would be the best mission strategy for the congregation in the five-year period ahead?
4. What were the three major priorities in time and effort during the past two years of your ministry?
5. To what degree do you believe our congregation supported you in your choice of these priorities?
6. To what degree do you believe the consistory shared your understanding of your task? How did they differ?
7. In what ways did the consistory review your performance? Was there any systematic review? What was helpful? What wasn't?
8. What was the length of a normal work week? In what areas did you spend time? How much?
9. How adequate was the salary you received? Did increases keep pace with cost of living? How did your salary reflect the value placed on your efforts?
10. Did the auto allowance actually meet your costs?
11. If you were to stay for three more years, what changes would you want to see take place?
12. Do you have any recommendations regarding the parsonage or housing arrangements?
13. How were the human needs of your family met within the life of the congregation and community?
14. What conditions, if any, do you feel blocked your sense of personal and professional fulfillment during your ministry here?

## Appendix 4

### SEARCH COMMITTEE AND CONSISTORY PASTORAL SEARCH GUIDELINES

Guidelines for a search committee of 12 members:

1. Search committee quorum: 8 members
2. Approval of church profile
  - a. Search committee: 9 members
  - b. Consistory: majority of those present
3. Approval for search committee to consider candidate for interview: 6 members
4. After interview, approval for decision to hear candidate preach at other location: 8 members
5. Approval for search committee to recommend one candidate to consistory: 9 members
6. Approval for consistory's decision to concur with search committee: majority of those present
7. To determine the will of the congregation requires the approval of two-thirds of those active members attending a meeting to be held the night of the candidate's visit or as soon as possible after that night.
8. If the will of the congregation is favorable, the consistory will proceed to prepare a call for classis approval.

# Appendix 5

## A WORKSHEET TO DISCOVER POSSIBLE FUTURES FOR OUR CHURCH

**Introduction:** The possibilities for relevant planning to occur in our congregation increase if you are willing to share your insights and suggestions. The purpose of this worksheet is to stimulate your thinking and to help you participate in the vital task of clarifying future possibilities for our church. You may write your contributions in the spaces provided on these worksheets.

1. **Surroundings.** Think about the neighborhood around our church building, especially in terms of *population changes* (growth or decline, changes in kinds of people); *infrastructure changes* (new buildings or structures that are deteriorating or being torn down); *institutional changes*, including other churches (in terms of what they are and are not doing and if and how they are changing); and *road or transportation changes*.

a. What important changes have occurred in the neighborhood around our church building in the last five years?

b. What important changes are likely to occur in this neighborhood in the next five years?

2. **People we can reach.** Think in terms of types of people—age groups, how many are single or married, lifestyles, interests, needs, where they live, etc.

a. What kinds of people are easily accessible to us?

1. Close to our building?

2. Close to where our members live?

b. What kinds of people are active in our congregation?

c. What kinds of people under part "a" can our church members relate to most easily?

3. **Program possibilities.**

a. Which programs are most popular in our congregation?

b. Which programs do we have experienced leaders for?

c. Which programs can we most easily find resources for (space in the building, equipment, money, etc.)?

d. What programs can we develop (expand) most easily that will attract new people to our church?

4. **Getting it all together.** Review the information in 1-3 above.

a. What things fit together, are important to see together, or seem to be important trends?

b. What important actions should our congregation take in the next year?

c. What steps do we need to take to get going?

d. What other people, churches, or institutions do we need help from and/or should we work with to take the above important actions?

# Appendix 6

## SAMPLE SELF-STUDY

### Self-Study Outline

#### I. Gathering Historical Data

- A. What are our “roots”?
- B. Where has all the money gone?
- C. Which programs have taken priority?

#### II. A Look at Our Community (its makeup and our image)

- A. Community interviews
- B. How do we relate to our community?

#### III. A Look at Ourselves

- A. Opinions about our congregation
- B. People picture (Who comes to our church?)
- C. Congregational survey

#### IV. Collate Information for Church Profile

We believe as Reformed Church people that the Bible is the only rule of faith and practice. Therefore, throughout this study, we will be spending a certain amount of time in biblical reflection, trying to discern what the Scriptures have to say to us and how they inform us regarding the task before us. We also encourage each member of the committee to pray daily for guidance in the task at hand, for each other and for the congregation as well, for it is only when we seek God’s will that our endeavors can be successful.

The following Scriptures will be used as a basis for this self-study:

I. 1 Corinthians 12:27  
Luke 10:25-37

II. Ephesians 4:11-12  
Romans 12:4-12  
1 Corinthians 12:4-7

III. John 17:15-18  
Matthew 5:13

IV. Proverbs 29:18  
Philippians 3:13, 14

## Appendix 8

### SAMPLE LETTER TO PROSPECTIVE CANDIDATE

[Church name and address]

[Recipient's name and address]

[Date]

Dear Pastor \_\_\_\_\_,

The Office for Ministry Services of the Reformed Church in America has sent us your profile as a potential candidate for our church. Upon review of the profile, our search committee would like to consider you, among others, as a potential candidate for the position of pastor at Second Reformed Church.

I have enclosed an informational packet about the church and our community that we hope will be helpful as you consider our request. If you have questions about the information provided, please feel free to contact me.

To keep our process moving forward in a timely manner, please respond to this inquiry by December 1. If I have not heard from you by that date, I will contact you by phone to learn of your response.

Sincerely yours,

Donna Andrews  
Search Committee Chairperson

# Appendix 9

## CANDIDATE REFERENCE CHECKLIST

Checklist for a check of references by telephone.

1. Explain your reason for calling, tell who suggested his/her name as a reference, and ask for help in making a good choice.
2. You may wish to use some or all of the following questions. As you listen to the answers, check the items that apply.

a. How well do you know [the candidate]?

- Knows minister's work well
- Knows something of minister's work
- Knows personally, but not much about work

In what relationship?

- Member of candidate's congregation (present/past)
- Member of candidate's consistory
- Colleague in ministry
- Friend of candidate
- Seminary professor
- National or regional synod staff
- Other: \_\_\_\_\_

b. In what areas of ministry does the candidate work best?

- Good preacher
- Good pastor
- Effective counselor
- Good organizer, administrator
- Gets people to work together well
- Works well with young people
- Good teacher
- Other: \_\_\_\_\_

c. How well does [the candidate] work in the other areas of ministry I've mentioned?

- Does everything well
- Not very effective at: \_\_\_\_\_

d. Name one or two areas that you would like to see [the candidate] develop or improve.

\_\_\_\_\_

e. What does [the candidate] tend to emphasize in ministry?

\_\_\_\_\_

f. Describe an ideal congregation or ministry for [the candidate].

g. Is there anything else you think we should know about him/her?

3. Reflect on the conversation after you hang up.

a. How much weight do you give this person's assessment?

\_\_\_ a lot

\_\_\_ some

\_\_\_ not much

b. What was the level of enthusiasm in support of this candidate?

\_\_\_ high

\_\_\_ moderate

\_\_\_ low

c. Did anything in the conversation surprise you, make you wonder, or arouse some reason for caution in you?

\_\_\_ yes

\_\_\_ no

If yes, what?

d. Are there any qualities or qualifications your congregation requires in a minister that were mentioned with reservations or not at all? (Note: You may want to double-check these items with other references.)

# Appendix 10

## CONDUCTING AN INTERVIEW

Before an interview takes place, committee members should ask themselves what they wish to know once the interview is completed. Although a list of possible questions is given below, different concerns are important with different congregations. If the committee decides something is important, a question should be worked out beforehand that will help the candidate reveal views on that subject. That question may then be added to those provided in the structured interview.

Interviews are often ineffective for one of the following reasons: committee members do too much of the talking; they are too quick to make judgments based on limited data; the way questions are asked “telegraphs” which response will be considered most (or least) favorably; the interview gets bogged down in trivial questions and leaves more important matters unexplored.

To avoid these pitfalls, the committee should commit itself to permitting the candidate to do 85 percent of the talking. Follow-up questions that ask for more information should simply request the candidate to “say a little more about that” if an answer is not yet clear, or take their lead from something the candidate has already said that can help achieve this objective.

Hasty conclusions can be avoided if follow-up questions avoid signaling what it is hoped the candidate did or did not mean. A technique for doing this is to rephrase the candidate’s answer and ask if this is what was meant or simply to encourage more detail with a friendly, “Tell us more.”

The best way to make sure the interview delivers as much relevant data as possible is to structure it by including a list of questions that **must** be asked before the interview is over. It is not necessary to go through these in exactly the order given nor to interrupt the natural flow of the conversation if it leads in other directions (which may turn out to be useful), but the chairperson should be responsible for seeing that the complete list of predetermined questions has been covered with each candidate. Only in this way can committee members make a fair comparison of the views of several candidates.

Four important areas to explore are:

1. What the candidate does best and enjoys most.
2. What the candidate considers most important in the ministry and wants to do most.
3. What kind of person the candidate is; his or her particular strengths and possible weaknesses.
4. The knowledge, experience, and conviction the candidate brings to the ministry.

If committee members can leave an interview with a sense that they have some clear ideas about the candidate in each of these areas, they probably are equipped to make comparisons. As at other points in the pastoral search, one of the best questions for committee members to ask themselves after an interview is over is, “Would this minister fit here?” It may not be possible to explain why you respond one way or another. Human judgments are highly complex, but when they are based on sufficient data, it is best to trust overall impressions or feelings, particularly if experience has taught you that they are usually right.

Finally, be alert to responses that surprise you. Surprises are almost always significant and should be discussed.

Questions that might be included in a structured interview\*:

1. Please tell us about the ministry you are in right now.
2. As you look back, what has happened that you feel best about?
3. What in your present situation is disappointing to you?
4. If you were to stay there another five years, what would you like to see happen?
5. From what you have learned about our church, is there anything that seems particularly challenging?
6. How would you describe your methods of leadership?
7. What in the ministry do you consider to be your specialty?
8. How did you come to choose the ministry as a vocation?
9. As you look back over your life, where do you see yourself making critical choices?
10. How have your own faith and your theological views changed since you entered college? Since you entered the ministry?
11. What are your views on \_\_\_\_\_ ? (Choose any theological or social issues that are important in your congregation.)
12. Describe the process you go through when you are preparing a sermon.
13. What is your preferred practice with regard to pastoral calling? What is your objective? What do you do? What makes you decide to make a call?
14. What emphasis do you place on pastoral counseling? Please describe your training and experience in this area.
15. What role does your family play in your practice of ministry?
16. What issues do you see as the most important ones facing our denomination now?
17. How do you understand the role of the minister in church administration?
18. What approaches to a congregation's financial stewardship do you prefer?
19. If you were to become the pastor of this church, what are some of the things you would try to do during your first year?
20. How do you maintain your own spiritual, emotional, and physical health?

\*Add questions your committee decides are particularly important.

Interview Rating Sheet for [name of candidate].\_\_\_\_\_

- \_\_\_ Fully meets my requirements; I have no reservations.
- \_\_\_ Generally meets my requirements; I have minor reservations.
- \_\_\_ Generally meets my requirements; I have moderate reservations.
- \_\_\_ Generally okay, but I have one or more major reservations.
- \_\_\_ Fails to meet my requirements.

Principal strengths:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

Possible weaknesses:

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

# Appendix 11

## INTERVIEW CHECKLIST

Name of candidate: \_\_\_\_\_ Date of interview: \_\_\_\_\_

Name of evaluator: \_\_\_\_\_

<b>Administrative Skills:</b>	<b>Strong</b>					<b>Weak</b>
Delegation of responsibilities	1	2	3	4	5	
Motivation of people	1	2	3	4	5	
Has and shares visions and goals	1	2	3	4	5	
Personnel management skills	1	2	3	4	5	
Overall program leadership skills	1	2	3	4	5	
Interpersonal skills	1	2	3	4	5	
Organizational skills	1	2	3	4	5	
Role in stewardship	1	2	3	4	5	
Financial awareness and leadership	1	2	3	4	5	
Overall administrative experience	1	2	3	4	5	

<b>Pastoral Care:</b>	<b>Strong</b>					<b>Weak</b>
Comfortable to talk with	1	2	3	4	5	
Available during important times	1	2	3	4	5	
Involvement during church activities	1	2	3	4	5	
Counseling/pastoring	1	2	3	4	5	
Visitation	1	2	3	4	5	
Care of elderly	1	2	3	4	5	
Active with children	1	2	3	4	5	
Knows his/her own limits	1	2	3	4	5	
Care of self	1	2	3	4	5	
Ideas and enthusiasm for growth	1	2	3	4	5	
Christian education	1	2	3	4	5	
Overall pastoral care	1	2	3	4	5	

<b>Sunday Worship:</b>	<b>Strong</b>					<b>Weak</b>
Use of innovative services	1	2	3	4	5	
Concern for different views	1	2	3	4	5	
Political and social issues	1	2	3	4	5	
Congregational participation	1	2	3	4	5	
Children's participation	1	2	3	4	5	
Prayers for people, world, community	1	2	3	4	5	
Unity of theme in service	1	2	3	4	5	
Overall Sunday worship	1	2	3	4	5	

Your level of enthusiasm for this candidate:      **High**    **Good**    **Acceptable**    **Low**

• Your greatest concern about this candidate: \_\_\_\_\_

• The thing you like most about this candidate: \_\_\_\_\_

\_\_\_\_\_

Candidate's personality traits: \_\_\_\_\_

# Appendix 12

## WORSHIP LEADERSHIP CHECKLIST

### THE PREACHER'S DELIVERY

<u>Sleepy</u>	1	2	3	4	5	6	7	8	9	10	<u>Energetic</u>
<u>Tense/Tight</u>	1	2	3	4	5	6	7	8	9	10	<u>Relaxed/Free</u>
<u>Distracting</u>	1	2	3	4	5	6	7	8	9	10	<u>Compelling</u>

### THE PRAYERS

<u>Unfeeling and cold</u>	1	2	3	4	5	6	7	8	9	10	<u>Sensitive to real needs</u>
<u>Perfunctory or trite</u>	1	2	3	4	5	6	7	8	9	10	<u>Deeply aware of people's lives</u>
<u>Chatty or rambling</u>	1	2	3	4	5	6	7	8	9	10	<u>Sense of dignity or order</u>
<u>Brought no sense of God's Presence</u>	1	2	3	4	5	6	7	8	9	10	<u>Brought me into contact with God</u>

### THE CHOICE OF HYMNS

<u>Did not fit the service</u>	1	2	3	4	5	6	7	8	9	10	<u>Helped integrate the service</u>
<u>Interfered with my worship</u>	1	2	3	4	5	6	7	8	9	10	<u>Helped my worship</u>

### THE SERVICE AS A WHOLE

<u>Interfered with my worship</u>	1	2	3	4	5	6	7	8	9	10	<u>Helped my worship</u>
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### WHEN I VISUALIZE THIS MINISTER IN OUR CHURCH, IT SEEMS THIS PERSON:

<u>Would never do</u>	1	2	3	4	<u>Might be okay</u>	5	6	7	8	9	10	<u>Is just right</u>
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