

# Lead Pastor Search Manual



**June 2017**

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## **Abbreviations**

The following abbreviations are used in this manual:

**ADS** – Assistant District Superintendent

**Board** – Board of Elders

**C&MA** – Christian and Missionary Alliance in Canada

**CPD** – Canadian Pacific District of the Christian and Missionary Alliance in Canada

**DS** – District Superintendent

**IC** – Internal Candidate

**NMC** – National Ministry Centre of the Christian and Missionary Alliance in Canada

**PST** – Pastoral Search Team

## I. The Discernment Process

### Where Do We Begin?

Sooner or later every church experiences a change in pastoral leadership. It is not always a simple matter to negotiate these seasons of change in church life. During these times of transition, churches have a strategic opportunity to pause and reflect on the goal of making the next chapter of ministry more effective. We want to help churches thrive through transition in preparation for a greater missional impact in the future.

**Our vision in the Canadian Pacific District is for every church to thoughtfully hire a new Lead Pastor from a posture of spiritual health and clarity of vision and mission.**

Making a pastoral change presents both a challenge and an opportunity. This period of transition can help the church re-evaluate and refocus its vision and values if they wish. Spiritual discernment of the guidance of the Holy Spirit for the church and prospective lead pastor is critical. "In their hearts, humans plan their course, but the Lord establishes their steps." (Pr. 16:9, NIV) Once a renewed direction for the future has been clarified, criteria can be established to maximize the best possible match in selecting a new lead pastor. This "in-between" time can also provide the congregation with an opportunity to step up its involvement in ministry, claiming the biblical role of the priesthood of all believers.

The following guidelines are offered to assist in making this transition as smooth as possible.

### After the Lead Pastor Resigns

1. Contact the District Superintendent (DS) or Assistant District Superintendent (ADS) as soon as possible to inform him of the lead pastor's resignation. The DS/ADS's early involvement can help prevent unnecessary problems and provide guidance to navigate this significant change in leadership. The DS/ADS will want to meet with the Board to explain the lead pastor search process.
2. A written resignation should be received by the Board of Elders (the Board) and a formal motion recorded in the minutes.
3. The congregation should be notified by public announcement on a date agreed upon by the lead pastor, the Board, and the DS/ADS.

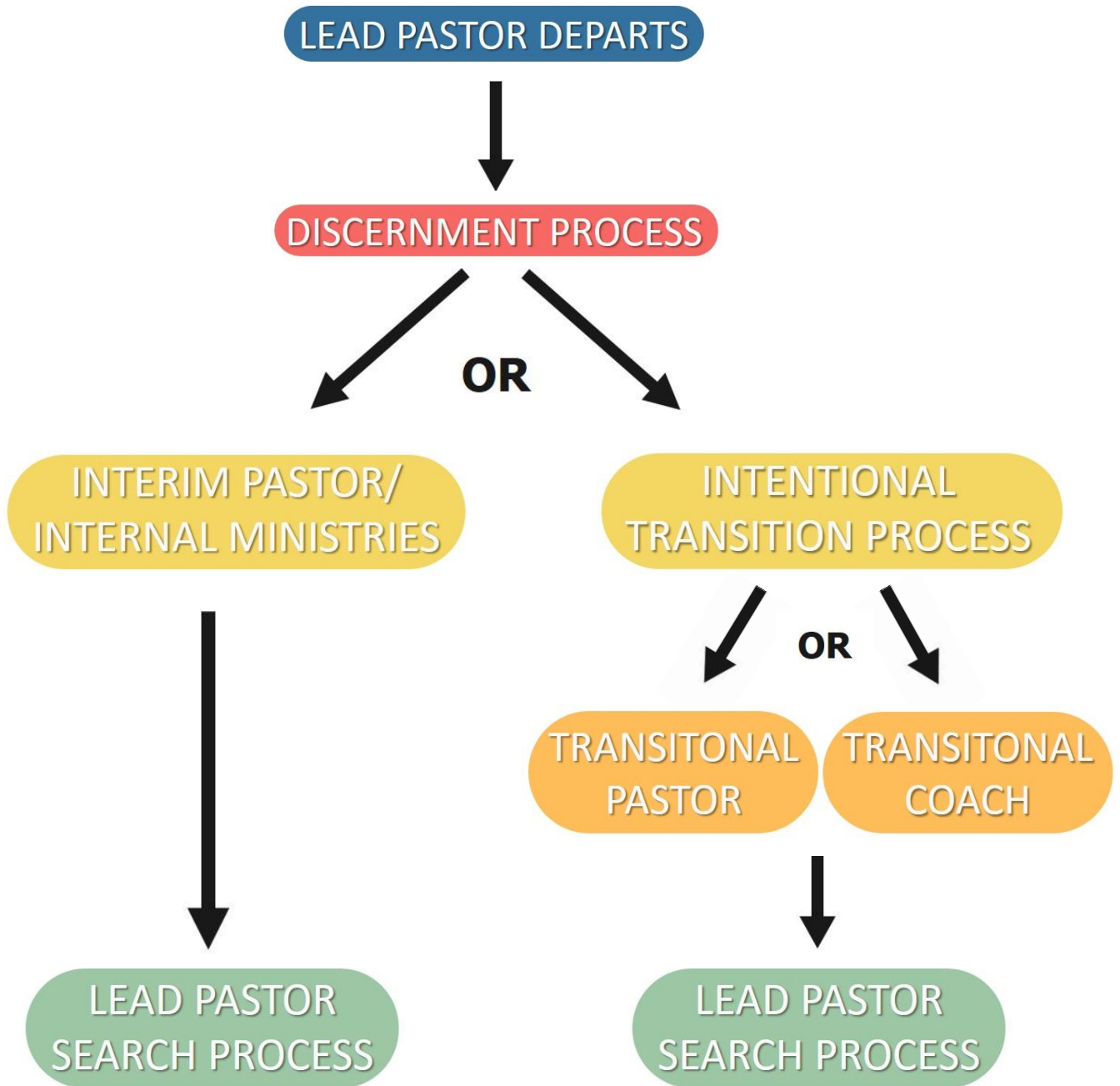
## Lead Pastor Search Manual Where Do We Begin?

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4. Once the congregation is informed of the lead pastor's departure date, plans for a farewell function should be made. It can be helpful for the pastor to share their plans for the future and remind the church that their loyalty is to the Lord and the church, not to him. God's purposes always transcend human personality, and the emphasis should be placed on trusting God for a new tomorrow.
  
5. An exit interview should be conducted by the Board with the lead pastor to:
  - a) Review strengths
  - b) Affirm and express appreciation
  - c) Bring closure
  - d) Allow the Board and the lead pastor to ask any questions they have about ministry life in the church
  
6. In multiple staff ministries, a designate from the Board should meet with each staff member to reassure them, as staff can be unsettled in times of transition.

The Board is encouraged to exercise caution in "clearing the slate" due to the need for continuity during a period of transition.

## Determine the Direction Forward



## Where Do We Go from Here? Transitional or Interim Pastor?

### Transitional Pastor

A transitional pastor brings a blend of pastoral experience along with specialized training to help guide churches through a season of transition and into greater health before hiring their new lead pastor. Contracting with a transitional pastor is the preferred course of action when a church, in the opinion of the Board of Elders:

- is struggling with systemic or deep-rooted dysfunction
- has been 'spinning its wheels' for several years or more
- is in a state of compromised health for any reason
- is in a state of crisis

Transitional pastors are never candidates for the lead pastor role. They help churches experience a greater measure of health and vitality by addressing key areas of church life before hiring a new lead pastor.

### Transitional Coach

A transitional coach works closely with the Board and church staff to help a church work through the major stages of transition. Coaching models can be configured in a variety of ways to meet the specific needs of the church including onsite visits along with telephone and online coaching. The coaching model works effectively when a church has an interim pastor, an appointed member of the church staff, or an internal interim leadership team established to provide leadership for the ongoing pastoral and ministry needs in the church.

### Interim Pastor

Interim pastors serve churches in transition to provide needed pastoral services in the absence of a lead pastor. Their services can include any or all of the following:

- pulpit supply
- congregational care
- administration and supervision for other church staff
- preparation for a lead pastor search



## Lead Pastor Search Manual Where Do We Go from Here?

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In some cases, churches appoint an existing staff member as the interim pastor. An interim pastor may be a good option when:

- There is a church staff that is working well together.
- The church has a healthy sense of vision, values, and ministry.
- There is a strong, vital, and stable church board in place.
- Their work is combined with the services of a transitional coach.

We recognize it can be a real challenge to lead through a season of transition. We are committed to assisting you by providing the resources and support that address the unique needs of churches in transition. Many resources are posted on [myCPD](#), the private website of the Canadian Pacific District. Our district personnel, along with our network of transitional pastors and coaches, are committed to helping each of our churches through times of transition.

## II. Board of Elders' Guidelines

### Preparing for the Lead Pastor Search Process

Being prepared as a Board for the search process involves several things, including:

- Gaining an overview of the Lead Pastor Search Process and the Lead Pastor Search Manual
- Understanding the roles of the Board, the Pastoral Search Team (PST), and the DS/ADS in the search process
- Developing a comprehensive lead pastor profile (see **Annex A – Lead Pastor Profile Worksheet** for a template) and job description (see **Annexes J and K** for sample lead pastor job descriptions)
- Gathering resources available to conduct an effective lead pastor search
- Addressing the possibility of current staff members becoming candidates
- Ongoing communication of the process with the congregation

### Questions to Consider

1. How will prayer and discernment be part of this process?
2. What do we need to know about the requirements and resources provided by our denomination in this process?
3. What will the role of the Board, the PST, church staff, and the congregation be during the search process? The hiring process?
4. How can we gain a clear sense of the following aspects of our church?
  - who were we?
  - who are we now?
  - what is our community context?
  - who do we hope to become?
  - what kind of leader will we need?
5. How will we develop an effective lead pastor search profile?
6. How will we select a PST that represents our congregation?
7. What if current staff members wish to apply for the position?
8. How will we keep the congregation informed?

## During the Lead Pastor Search Process

Once the Board has determined the pastoral transition pathway, the following areas need direction:

### Service Planning

In churches where a worship pastor is not on staff, a worship service planning team of two to three members should be appointed by the Board to arrange for Sunday morning worship and preaching ministries during the transition.

- A schedule of speakers should be mapped out three months in advance. Speakers should be notified when candidates are scheduled as their preaching responsibility may need to be altered.
- A member of the worship service planning team should communicate in advance with each speaker and review the order of service.
- Meal and lodging arrangements need to be clarified.
- An honorarium should be given to the speaker at the close of the service. It should include reasonable travel allowance plus the honorarium for speaking.
- A list of speakers is available through the District Office.

### Ministry Oversight

The Board should establish who will be overseeing ministries in the church. The purpose of this is for:

- Affirmation of ministry leaders
- Coordination between leadership and ministries
- Clear communication
- Ministry leaders to know who to go to with any questions or concerns

The Board should regularly update the congregation, taking time to communicate about the progress in the lead pastor search process. The congregation will need reassurance that things are moving ahead.

## **Administration**

The Board needs to ensure that the church functions well and runs in a proper manner during a transition period. This includes administrative oversight of things such as finances, communications, and organizational meetings.

The Board should also arrange special times of prayer, mobilizing the congregation to seek the Lord's guidance in the selection of a new lead pastor.

## General Guidelines

### 1. Allow enough grieving time.

If the former pastor has had tenure of more than ten years, a suggested one year waiting period before hiring a new lead pastor is advisable as the congregation needs a healthy time to grieve.

### 2. Carefully develop a Lead Pastor Search Profile.

Based on the needs and expectations within the congregation it is important to develop a clear and realistic profile of the kind of lead pastor you are looking for. This will facilitate decision making further on in the process because applicants will be evaluated against this profile and not simply against personal preferences. Keep in mind that this is only a guide for your search process since none of your applicants will likely fit the profile perfectly.

See **Annex A – Lead Pastor Profile Worksheet** for a template, and **Annex B – Assessing Pastoral Gifting Preferences** and **Annex C – Self-Awareness Pastoral Bias Inventory** for additional resources.

### 3. Do a congregational questionnaire near the beginning of the Lead Pastor Search Process.

If you want to find a lead pastor that fits the congregation, it is good to have in mind what the needs and visions of the members of the congregation are. It will help to avoid making the choice of the next pastor based on reaction to the last one. See **Annex A – Lead Pastor Profile Worksheet** for a template.

### 4. Respect needed confidentiality.

From the outset, the Board and PST members must adopt an explicit code of confidentiality. Such a code should include confidentiality about the identity of applicants the team is considering, the status of any particular applicant, and the specific reasons for disqualifying a candidate. This is important in order to protect the self-esteem and ministry of persons the team is considering and to avoid unnecessary anxiety and campaigning within the congregation.

### 5. Be sure the PST represents important sub-groups.

A good team composition includes older and younger persons, male and female, and a representative cross-section of majority interests and views from the congregation. If you feel the team is not representative enough, ask the congregation for additional members.

**6. Make sure PST members have a genuine concern for the whole church.**

Members of the team must not simply lobby for personal preferences, but keep in mind the needs of the whole church community during deliberations.

**7. Give clear direction to the PST.**

The PST is an appointed team that works on behalf of the Board. Their mandate is to bring a short list of 2-3 candidates to the Board for consideration, not to actually call a lead pastor. Be sure there is an understanding of how expenses for team members will be reimbursed by the church.

**8. Organize the search process clearly from the beginning.**

Designate someone, either the PST chair or another member of the team, to communicate directly with all applicants and to make and distribute copies of applications to team members. If everyone does everything, confusion will likely result.

**9. Remember that an interim or transitional pastor should not normally be considered as an applicant.**

During an interim period, people are usually somewhat anxious because they don't know who their next lead pastor will be, so they will often choose the security of a known relationship even when this relationship is not optimal, over the insecurity of an unknown one.

**10. Keep the interim or transitional pastor and other staff informed of the process.**

If they are left out of the picture completely, they may feel that they are not important. Remember that this is an important transition period in their lives as well.

**11. Keep the congregation informed regarding developments.**

At least once a month, give updates to the congregation, even when there is little or no progress being made. Prolonged silence breeds mistrust.

**12. Consider the process from the perspective of the applicant.**

In other words, if you were the applicant, what kind of information and process would you be looking for? Then proceed to provide this to your applicant.

## Pre-Candidation Guidelines

**1. Provide applicants with a profile of your congregation, including its history, positive characteristics, and congregational problems.**

The more an applicant knows about your congregation, the better will be the decision-making process. A good candidate will prefer hearing about your problems from you rather than from someone else. If the applicant is not familiar with the C&MA, a short profile of the denomination should be shared as well.

**2. Assess candidates from other denominations with extra care.**

A person may cross over a denominational line for more than one reason. The stated reason may not be the only one or the most significant one. This should be checked out carefully with denominational officials. A person may believe that denominational differences will not bother them when they view the C&MA from a distance, but they may have an issue when involved as a participant and leader.

**3. Recheck references thoroughly.**

As Christians, we want to believe the best about others, particularly those in ministry. Most people listed as references by candidates do not want to reveal unpleasant things about their friend or associate, so you will need to ask specific questions.

**4. Be discreet when visiting another church to view an applicant in their current pulpit.**

If you choose to check out a candidate by visiting their present church, make sure that you are sensitive to that congregation. It can be awkward for both the pastor and the congregation if the purpose of your visit is known to the congregation.

**5. Prepare well for interviews.**

While you don't want interviews to come across as rehearsed, it is important to know ahead of time what kind of questions you plan to ask and who will ask them. This will avoid long periods of awkward silence and a focus on elementary and incidental topics. See **Annex G – Interview Questions for Lead Pastor Applicants** for sample interview questions.

**6. Communicate adequately with applicants.**

It is a frustrating and demoralizing experience to make an application and not receive any communication back. If something is missing, let the applicant know. A periodic communication of where the process is at is appropriate, even if there have been no new developments.

## **Candidation Guidelines**

**1. Never present more than one candidate at a time to the congregation.**

It is not wise to have two or three candidates preach on successive Sundays and then have the Board and congregation debate the pros and cons from among them.

**2. Do not overemphasize pulpit skills.**

While preaching is an important part of pastoring, it is not the only skill. Considerations should also be given to communication skills, emotional health, and interpersonal, motivational, and administration skills.

**3. Include consideration of the spouse and children in the recruitment process.**

Failure to address needs and aspirations of the applicant's family may short-change the process. The spouse should be part of the candidation interview where possible with an opportunity to answer questions and voice reservations.

**4. Don't send mixed messages to candidates.**

Be careful not to leave the impression with the candidate that the decision has basically been made when the Board has not yet voted on the candidate. If the vote is negative, it will be harder for the candidate to recover if he was sure that he was getting the position.

**5. Get all agreements in writing.**

There are many opportunities for verbal understandings to become distorted in a person's memory and for verbal agreements not to be passed along to the appropriate person or team. Such a situation can easily take the joy out of a positive beginning.



## III. Pastoral Search Team Guidelines

### Pastoral Search Team Role & Responsibilities

Once a congregation member has been chosen to be a member of the PST, now what? The work they have been called to is a very important one in the life of the church. The PST goal is to present a short list of potential lead pastor candidates to the Board.

Where does the PST start and what steps should they follow? What are mistakes to avoid? How do you know what kind of lead pastor will suit the congregation? Where do you start looking? What questions should you ask a candidate when you first initiate contact? How can the District help? The following guidelines are designed to answer some of these questions.

#### Responsibilities

- Conduct its work in a prayerful, Spirit-led manner
- Orient PST members to the Lead Pastor Search Manual and the Lead Pastor Search Process
- Fully adhere to the Lead Pastor Search Process and operate within the PST mandate
- Develop an effective process to attract appropriate candidates
- Evaluate candidates based on the pastoral search profile and job description
- Be aware of potential human resources laws that apply, potential confidentiality issues, and appropriate reference check questions in order to have an effective screening process
- Ensure a high level of confidentiality
- Fully document PST activities for future reference
- Be available for further work should the Board of Elders not accept any candidates on the short list

The PST is fully accountable to the Board and will regularly report with full disclosure to it. The PST has no executive authority other than that granted by the Board, and the PST shall not disclose any information to church staff, the congregation, or applicants without permission of the Board.

## **Serving as Chair of the Pastoral Search Team**

Serving as the Chair of the PST is a unique and challenging opportunity. It is an assignment that is not undertaken very often and includes special features that make the role somewhat different from other chairing roles. These include:

- Chairing the team with a specific task and process according to a clear start and end point
- Clearly understanding the Lead Pastor Search Manual and the Lead Pastor Search Process
- Ensuring that the PST understands and adheres to the lead pastor search process
- Maintaining a high degree of confidentiality
- Often being the first contact between the church and a prospective lead pastor
- Carefully handling the inevitable and sometimes probing questions about the search from members of the congregation
- Working in concert with the Board

### **Responsibilities of the PST Chair**

- Clearly understand and follow the mandate of the PST to primarily be the research team on behalf of the Board
- Guide the PST in doing the work assigned and in following best practices
- Call and lead the PST meetings, including creating agendas
- Ensure careful records are kept including minutes, interview notes, etc.
- Ensure the PST creates an agreed upon process for initial research and interviews
- Ensure that sub-teams of the PST are able to complete their assignments, which usually includes initial interviews and appropriate reference checks of resumes that have been approved by the PST
- Guide the PST in preparing a prioritized short list for the Board
- Help the PST prepare its presentation of the short list, including rationale, to the Board

## **Lead Pastor Search Manual Serving as Chair of the PST**

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- Ensure confidentiality is maintained throughout the process
- Provide updates on the search process to the congregation as needed
- Ensure that once the search is completed an evaluation of the process takes place for future reference

### **Limitations of the Chair**

The PST chair is fully accountable to the Board and the DS/ADS and shall not function outside of the lead pastor search process outlined by the Board and DS/ADS. The chair shall not speak for the church nor make any promises or implied promises on behalf of the church. The chair should also not break confidences or disclose confidential information, and shall not function in a manner that would jeopardize the work or effectiveness of the PST.

## Working Together as a Pastoral Search Team

A good way to build morale and cohesion in the PST is to make sure that everyone feels valued and included in the discussion process. Here are some suggestions to consider when working together to have positive team dynamics:

1. **Give everyone the opportunity to contribute.** One or two persons should not dominate the group.
2. **Allow persons to choose how they are going to share.** People should not be pressured to share when they are not ready or comfortable doing so.
3. **Every person's perspective should be valued even if not all agree with it.** Care should be taken never to ridicule or ignore the ideas of others.
4. **The group should develop new insights and perspectives.** Don't just reiterate the same perspectives over and over again.
5. **Come to meetings with preparatory work done.** Don't come together unprepared and simply pool your ignorance.
6. **Stay on one topic until there is some sort of closure before moving on to another.** Don't wander from topic to topic without any closure.
7. **Focus discussion on meaningful, answerable issues.** Don't digress to unanswerable questions or issues of questionable relevance.
8. **Everyone should feel free to reach their own conclusions and hold differing opinions.** People should not be pressured to agree with others.
9. **Show an interest in the ideas of others.** Avoid trying to impose your ideas on others with monologues and mini-lectures.
10. **Express your ideas tentatively.** Avoid stating your ideas in a dogmatic way.
11. **Allow a freedom to be in process.** Build on ideas in process instead of criticizing them.
12. **Keep the group atmosphere casual, friendly and involved.** Try to avoid an atmosphere marked by tension, anger, or indifference.

## IV. The Lead Pastor Search Process

### The Lead Pastor Search Process A Step by Step Overview

Step	Responsible	Action
1	Board	Create a Lead Pastor Profile
2	Board	Form the Pastoral Search Team (PST)
3	District Office	Forward resumes and DS/ADS may contact other pastors or district superintendents as appropriate
4	District Office	Post an advertisement on District and national websites
5	PST	Screen, research, and conduct initial interviews
6	PST	Present final short list to the Board
7	Board	Conduct pre-candidating interviews and choose a preferred candidate
8	Board	Notify the DS/ADS of the preferred candidate
9	District Office	Determine licensing status of the preferred candidate.
10	DS/ADS	Contact preferred candidate about willingness to candidate
11	Candidate	Consider the opportunity and notify DS/ADS of decision
12a	DS/ADS	Notify Board of candidate's decision to candidate ( <b>proceed to step 14</b> )
12b	DS/ADS	Notify Board of candidate's decision not to candidate ( <b>proceed to step 13a or 13b</b> )
13a	Board	Review the PST short list and proceed with a remaining candidate ( <b>return to step 7</b> )

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13b	Board	Ask the PST to start the search process over <b>(return to step 5)</b>
14	Board	Hold candidacy experience and conduct a formal interview
15a	Board	Decide to issue a call to the candidate and prepare an offer of employment <b>(proceed to step 16a)</b>
15b	Board	Decide not to issue a call to the candidate <b>(proceed to step 16b)</b>
16a	Board	Notify DS/ADS of decision and submit the offer of employment <b>(proceed to step 17)</b>
16b	Board	Notify DS/ADS of decision <b>(proceed to step 13a or 13b)</b>
17	DS/ADS	Review the offer of employment, contact the candidate with the Board decision, and present the offer
18a	Candidate	Review the offer of employment and notify the DS/ADS that they accept the call <b>(proceed to step 19a)</b>
18b	Candidate	Review the offer of employment and notify the DS/ADS that they do not accept the call <b>(proceed to step 19b)</b>
19a	DS/ADS	Inform the Board of the candidate's decision to accept the call <b>(proceed to step 20)</b>
19b	DS/ADS	Inform the Board of the candidate's decision not to accept the call <b>(proceed to step 13a or 13b)</b>
20	Board	Arrival of the new lead pastor
21	DS/ADS	Installation service

Additional documents that may aid in this process can be found in the Annexes.

## The Lead Pastor Search Process Step by Step

The *Manual of the Christian and Missionary Alliance in Canada, Local Church Constitution*, Article 9 – Pastors and Licensed Workers, p.59 states:

The district superintendent shall suggest to the Board the names of such workers as in his judgment have proper qualifications for senior pastor of this church (who may be given another title). The Board shall give consideration only to candidates approved by the district superintendent. The senior pastor of the church shall be called by the Board and appointed by the district superintendent. Upon his appointment by the district superintendent, the senior pastor and spouse become members of the church.

The steps below outline the procedure for the lead pastor search process and can serve as an instructional guide for a Board of Elders.

### Step 1 Create a Lead Pastor Search Profile

In developing a pastoral search profile, the Board seeks to define more clearly the kind of lead pastor that would best suit the congregation. There are three basic areas that should be examined when developing such a profile:

1. The biblical qualities you are looking for according to 1 Timothy chapter 3 and Titus 1.
2. The leadership qualities that define the type of leader you are seeking.
3. A congregational questionnaire (see **Annex A – Lead Pastor Profile Worksheet** for a sample) giving the congregation and the potential new lead pastor a clear idea of the present realities and future vision of your church.

#### 1. Biblical Qualities

The following list summarizes the biblical qualities required of pastoral leaders found in 1 Timothy 3:1-13 and Titus 1:6-9 (NLT).

- **Lives a life above reproach, with integrity and is respected both in the church and the community.** A leader against whom it is impossible to bring any charge of wrong doing, and who lives with a clear conscience.

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- **Faithful to his wife and manages his children and home well.** If he is married, he must have a well-ordered home with disciplined, respectful children who are believers.
- **Lives a devout, self-controlled, and disciplined life.** A leader who seeks to please God, is disciplined, and in control of their mind and emotions so that they can act rationally and discreetly.
- **Hospitable.** A leader who enjoys the company of others and has a welcoming home.
- **An able teacher firmly committed to the truth.** A leader who has matured in their knowledge of the faith holds firm to sound doctrine, is able to impart it to others, and can refute those who oppose it.
- **Not a heavy drinker or one who becomes drunk.** A leader who does not abuse substances and is not addicted to them.
- **A gentle person who is not violent, quick-tempered, quarrelsome, or arrogant.** A leader who does not arrogantly disregard the interests of others, is not quick to anger, and who is gentle, gracious, and considerate to others in word and deed.
- **Not a lover of money or dishonest with it.** While pastors should provide for their families, money should not be a motivation for ministry.
- **Not a new believer.** Too rapid a promotion of a young Christian can easily lead to pride. A recent convert should not be promoted to the position of lead pastor.
- **Loves what is good, lives wisely, and is just.** A leader who is zealous for all that is good, makes wise decisions, and seeks to act justly.

## **2. Leadership Qualities**

Even though a candidate may pass all the biblical qualifications, their personality, vision of ministry, and leadership style may not meet the expectations of the congregation. **The District Office would encourage the Board to have the preferred candidate take the Grip Birkman assessment prior to the candidacy experience.** Please contact the District Office to set up the Grip Birkman assessment.



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It is important to determine what type of lead pastor would best meet the needs and expectations within your church. You may, for example, want to make the following distinctions between core giftings. See **Annex B – Assessing Pastoral Gifting Preferences** and **Annex C – Self-Awareness Pastoral Bias Inventory** for further assessment tools.

#### Pastor as Leader vs. Manager

Ask yourself whether you are looking for a pastor gifted in leadership or one who is gifted in administration that manages existing programs well. A lead pastor who thought they were being hired to lead the congregation will be discouraged to find out they are being asked to simply manage what exists.

Similarly, a lead pastor who expects to be a manager and finds out they are expected to be an assertive leader may not feel qualified to meet these expectations.

- Leaders develop new visions for the congregation. Managers strengthen and maintain the vision already in place.
- Leaders are willing to take risks. Managers are cautious about taking risks.
- Leaders are initiators of new ideas. Managers respond to new ideas from others.
- A risk for leaders is that people will not become excited about their new ideas. A risk for managers is that people will become bored or self-centred because they are not sufficiently challenged.

#### Pastor as Rescuer vs. Developer

The leader gifted as a developer is healthier for the congregation than the leader who is a rescuer. However, it will be wise to recognize tendencies for one or the other in both the lead pastor candidate as well as in the expectations of the congregation.

- **A rescuer rides to the rescue when there is a problem.** This leader gives answers and assumes personal responsibility for the success or failure of an organization. They prefer to be the initiator and organizer of church events, which may encourage passivity among church members. Such leaders are candidates for frustration and burnout.

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- **A developer wants to get the job done but seeks to engage others** in a way that stimulates them to grow and take responsibility. This leader learns to have an impact without exerting total control and learns to be helpful without having all the answers. This leadership gifting builds morale as the leader works with people and programs as they are and develops them for growth.

Pastor as Entrepreneurial Leader vs. Shepherd

A leader gifted with entrepreneurial skills will be driven by a vision and the desire to see that vision come to life in the church. A leader gifted as a shepherd will be drawn to love, feed, protect, and tend to the needs of the congregation.

- Entrepreneurial leaders are persistent to bring the vision to life, often in response to dissatisfaction with the present reality and the desire for a better future. Leaders who are shepherds have a strong desire for unity and want to protect the flock and keep them together.
- Entrepreneurial leaders present a picture of a desired future for the church and has an ability to recruit and get people on board with the vision. A shepherd leads by example and desires to resolve conflict and unite diverse people under one goal.

### **3. Congregational Questionnaire**

A congregational questionnaire will aid the lead pastor search process in three ways:

1. It can be an excellent introduction to the church for applicants and candidates.
2. The Board can translate the needs of the church that they identify into qualities needed by their next lead pastor.
3. The questionnaire enables the Board to involve the entire congregation in a meaningful way early on in the lead pastor search process.

A questionnaire should address the following areas:

- **A general description of the church in its community context.** Include the number of members and attendees, age groupings, career and educational levels, the annual budget, description of buildings, a list of salaried staff, and names of the last three lead pastors.

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- **A general description of the community.** Include the type of community around the church, racial composition, ages, educational levels, occupations of the community, and educational, recreational, and medical facilities available.
- **The history of the church.** Identify significant dates and events that have contributed to the church the way it is today.
- **Strengths of the church.** It is important to be positive about what the church has going for it. A new lead pastor must have some positive foundations on which to proceed.
- **Challenges facing the church.** Discretion must be used with what to share with whom, but do not withhold weaknesses.
- **Challenges of the next 5-10 years.** The church should have a sense of what it is facing in the coming years.
- **Church members' thoughts on priorities.** If members' priorities are scattered, this needs to be communicated as well.
- **Qualities the next lead pastor should possess.** This is particularly important in helping to identify the strengths you are looking for in the next lead pastor.

**Step 2**  
**Form the Pastoral Search Team**

Form a Pastoral Search Team (PST) of approximately 5-8 people that includes elders and members of the church that adequately represent the whole congregation.

The responsibility of the PST is to facilitate and develop an effective candidate search for a new lead pastor. The PST will conduct an interviewing process concluding with a presentation of a short list to the Board for the final interviewing and candidating process.

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### **PST Composition**

- A minimum of 3 elders and 2-5 members in good standing from the congregation
- The Board may choose to appoint or have the church membership elect 3-4 members from the congregation.
- Appointed for up to a one-year term, with possibility of extension by the Board
- The Board will appoint the Chair and Vice-Chair

### **Giftedness and Skills**

Potential PST members should be evaluated for the following key gifts and skills that will contribute to an effective search and good teamwork:

- Spiritual gifts of discernment, helps, administration, servanthood, and leadership
- A high commitment to confidentiality and discretion, someone who is not careless in conversations or in handling sensitive documents
- Good research skills and ability to follow search protocols carefully
- Above average listening skills, both verbal and non-verbal
- Ability to work in partnerships with others and work to deadlines
- Commitment to a consensus model of decision making at the search team level
- Confidence in the leadership of the Board to complete the search

## **Step 3** **Resume Gathering**

Request resumes from the District Office. The DS/ADS may contact any pastor for whom the church does not have resumes, and may contact other district superintendents and lead pastors as appropriate. The DS/ADS will forward to the Board resumes of candidates he believes match the church's preferred future. In addition to this, the Board is encouraged to communicate to the DS/ADS the names of people they may want to consider for the position. Review resumes of all potential candidates from all sources. Note: Only DS/ADS approved candidates can be offered employment!

**Step 4**  
**Post an Advertisement**

Contact the District Office to advertise on the Canadian Pacific District and C&MA National websites. The District Office posts a job advertisement on the [District website](#) and will submit the posting to the national C&MA website. See **Annex E and Annex F** for sample job postings and **Annex D – Posting a Job Opening** for guidelines on posting on the CPD website [pacificdistrict.ca](http://pacificdistrict.ca) and the NMC website [cma.ca](http://cma.ca).

**Step 5**  
**Screening, Research, & Interviews**

The Board will submit to the PST specific criteria for selecting the new lead pastor which is tied to the future vision of the congregation. The PST is tasked with conducting initial screening and interviews for potential candidates, with recommendations to the Board of a short list of prospective candidates in priority order at the conclusion of the process.

The screening and interviewing process involves:

- Prayerful discernment to reach a decision
- Gathering and evaluating resumes and tabulating information
- Conducting reference checks and initial interviews
- Understanding the Lead Pastor Search Process (see page 21 for a step by step overview)
- Developing a short list of candidates
- Presenting the short list to the Board
- Ensuring a sense of congregational ownership in the process

## **Screening Process for Resumes**

Once you have received a number of applications, screen the applicants using the following method:

**Red Light** – This resume doesn't come close to the Lead Pastor Profile and will not be considered.

**Yellow Light** – This resume is not seen as having a close fit by most PST members, but could be worthy of reconsideration. At best, it is a definite maybe.

**Green Light** – This resume is realistically close to the Lead Pastor Profile and is worthy of further consideration. What do we want to know that would help us move forward with this candidate?

If you only have one application, you must still pursue a thorough interview process. Care should be taken not to hire a candidate simply because they are the only person available. Are there internal applicants that should be considered?

The PST is encouraged to conduct preliminary phone interviews using behavioural questions which focus on the candidate's actual performance and to check their references. If possible, PST members may visit the candidate's current ministry in order to gather firsthand information. Ask candidates to submit recordings and/or video of sermons. For an effective and legal screening and interviewing process, ensure you are aware of any human resource laws that may apply.

## **Interview the Applicants**

- Every member of the PST should receive copies of the resumes from each applicant.
- Determine which of the applicants you wish to interview face-to-face, by phone, or by video call. Schedule a two-hour meeting with each candidate, preferably not more than two per week.
- Be prepared with the kind of questions you want to ask the applicant (see **Annex G – Interview Questions for Lead Pastor Applicants**). Without preparation, interviews will be unfocused and disorganized.

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- Make sure that every member of the PST asks some of the questions. Begin with questions emphasizing the applicant's strengths and successes. After a rapport has been built, the discussion can move into areas that may be more troubling for the applicant. **Annex H – Evaluation for Prospective Candidates** may be a helpful evaluation tool.
- An interview by a group of unknown persons can be unnerving for the applicant. Deal with each applicant with the same kind of gentleness you would want to be dealt with if you were being interviewed. Be careful not to make your conclusion too early in the interview. Unfavourable impressions can be created quickly from very few negative items, yet favorable impressions build slowly.

An effective screening and interviewing process will result in a short list of up to three potential candidates. The PST may cease to function once their short list of candidates is submitted to the Board.

**Step 6**  
**Present a Short List to the Board**

Once you have agreed upon your short list of candidates, you must now meet with the Board to present your work to them. Supply the Board with a one-page biographical sketch of the candidates, summarizing education, experience, giftings, and leadership qualities (see **Annex I – Candidate Summary** for a template). The document should also include the reasons why the PST believes each candidate is a good match for the church. The Board now takes over the process and moves towards the selection of the primary candidate. The Board can request further assistance from the PST in preparing for the candidacy experience.

**Step 7**  
**Pre-candidation**

The Board completes their due diligence for their preferred candidate which could include:

- Reference re-checks
- Girp Birkman assessment review
- Deeper theological discussions through interviews or questionnaires
- Pre-candidation interviews
- Pre-candidation onsite visit by a candidate
- A visit by a Board member to a candidate's current ministry

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Pre-candidate as many applicants as you feel necessary. The Board may pre-candidate more than one person at a time. Pre-candidation means no public exposure of the candidate to the congregation. (See page 15 for pre-candidation guidelines.)

### **Inviting a Candidate**

It is important to remember that inviting someone to candidate is one more step in the process. Candidating does not necessarily mean that a call will be issued, or that a call will be accepted. Candidating is a way to gather further information about the candidate, the response of the church to the candidate, and a sense of what this all means. It includes a more formal interview with the candidate after they have had opportunity to engage with the congregation. In order to invite someone to candidate, the Board must be satisfied that it has done its job in finding someone worthy of consideration.

The Board should decide what percentage of a vote in the Board would be required to call a new lead pastor. A significant majority vote should be expected but a required unanimous vote should be discouraged. Assurance should be given by all Board members that they will cooperate and accept the will of the majority.

### **Step 8** **Notifying the DS/ADS of the Preferred Candidate**

The Board notifies the DS or ADS of their preferred candidate, and does not contact the candidate themselves.

### **Step 9** **Licensing Status**

The Board must check with the District Office concerning their preferred candidate's licensing status with the Christian and Missionary Alliance. Adequate time needs to be allotted for the licensing process to be completed prior to an on-site candidating experience. Should the preferred candidate not be licensed with the Christian and Missionary Alliance, they would need to become so prior to candidation.

### **Step 10** **Contact the Preferred Candidate About Candidation**

The DS/ADS contacts the preferred candidate regarding their willingness to candidate and sufficient time is allowed for the candidate to consider and respond.



**Step 11**  
**Candidate's Decision**

The candidate considers the invitation to candidate and notifies the DS/ADS of their decision.

**Step 12a**  
**DS/ADS Notifies Board of Candidate's Acceptance**

If the preferred candidate agrees to candidate, then proceed to **step 14**.

**Step 12b**  
**DS/ADS Notifies Board Candidate Does Not Accept**

If the preferred candidate does not agree to candidate, then proceed to **step 13a or 13b**.

**Step 13a**  
**Review the PST Short List**

Review the PST short list and if the Board desires, proceed with either one of the remaining candidates. Return to **step 7** to continue the process.

**Step 13b**  
**Start the Search Process Over**

If the Board does not wish to proceed with one of the remaining candidates on the short list, it may ask the PST to start the search process over. Return to **step 5** to continue the process.

**Step 14**  
**Candidation**

Only one person is candidated at a time and a final decision should be made about that candidate before proceeding to consider a second candidate.

**The Candidation Experience**

1. An elder should be careful not to assure the candidate while they are candidating that they will be receiving a call.

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2. It is imperative for the candidate's spouse to accompany them on the candidating experience.
3. Arrangements should be made well in advance so that it can be properly announced to the congregation as well as potentially reduce air travel costs if this is required. Hotel accommodation is preferred to allow some private time for the candidate.
4. The candidate should be notified ahead of time regarding the candidation schedule and their expected involvement. Be sure to schedule enough time for the candidate and the congregation to interact in a variety of settings. An ideal time for the candidate to spend with the congregation is from Wednesday evening through Sunday evening.

Some activities that might be considered in addition to the Sunday worship services are:

- An informal evening with the elders and their spouses
  - An informal congregational dessert hour where the candidate and their spouse could share their life stories
  - A question and answer time with the candidate and their spouse
  - Sharing with different age groups or ministry leaders
  - An informal time with church staff and their spouses
  - An opportunity for the candidate to preach
5. The candidate's specific ministry involvements in worship services should be clearly communicated, allowing them the freedom to help shape the order of service.
  6. Prepare the congregation for the candidating weekend – prayer, reading the profile, encouraging the congregation to participate, and sharing how congregational input will be gathered.
  7. One member of the Board or the PST should accompany the candidate at all events to introduce them and provide a sense of connection.
  8. The tone of the meetings should be positive and friendly, not having the air of interrogation.

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9. A formal interview should be conducted by the Board with the candidate. It is preferable to have this after hearing at least one sermon by the candidate.

The Board should be prepared to provide an honest assessment of the church, along with its values and vision for the future. (Remember, exaggerated reports may come back to haunt you!)

Opportunity should be given for the candidate to ask any questions they may have. Several annual reports, bulletins and church promotional materials should be given to the candidate for their information prior to the candidacy experience.

The Board will want to prepare a series of behavioural questions to discuss with the candidate. A list of sample questions is provided in **Annex G – Interview Questions for Lead Pastor Applicants**.

10. Someone should be assigned to give the candidate and their spouse a tour of the community. A good map and promotional materials would be helpful.
11. Arrangements should be made to have a real estate agent available to the candidate during the weekend to give samples of the real estate market in the area.
12. Before departure, the Board should present a cheque to the candidate to cover all expenses incurred for the weekend (i.e. air travel, ground transportation, meals, etc.). The church should also include an honorarium for Sunday ministry.
13. Debrief initially after the event and subsequently after a few days of reflection.
14. Keep the District Superintendent or his designate in the information loop.

The Board should take adequate time following the candidacy weekend for prayer regarding a decision on the candidate. This also allows time for feedback to the Board from the congregation. Even though no formal congregational vote needs to be taken, it is very important that the Board has carefully considered the feelings and reactions of the congregation during the candidacy experience.

**Step 15a**  
**Decide to Issue a Call**

A decision should be made by the Board within a two-week period. Once the Board has agreed to issue a call to the candidate, an offer of employment must be prepared (see **Annex L – Offer of Employment Letter** for a template). The Board should determine a suggested compensation package for the new lead pastor. This can be negotiable, but it gives candidates and the DS/ADS an idea of the salary range (contact the DS/ADS for current District Salary Grid Guidelines). Proceed to **step 16a**.

**Step 15b**  
**Decide Not to Issue a Call**

A decision should be made by the Board within a two-week period, and the candidate should be notified of the Board's decision. Proceed to **step 16b**.

**Step 16a**  
**Notify the DS/ADS**

The Board notifies the DS/ADS of their decision and submits the prepared offer of employment. Proceed to **step 17**.

**Step 16b**  
**Notify the DS/ADS**

The Board notifies the DS/ADS of their decision. As they have not chosen to call the candidate to be the new lead pastor, they may review the PST short list and proceed with a remaining candidate (proceed to **step 13a**) or ask the PST to start the search process over (proceed to **step 13b**).

Don't make a quick decision on a rebound. If a candidate is either not accepted by the congregation or for some reason withdraws from the process, avoid making a quick decision on another candidate.

**Step 17**  
**DS/ADS Reviews & Presents the Offer of Employment**

The DS/ADS reviews the offer of employment, contacts the candidate with the Board decision, and presents the offer. Sufficient time is given for the candidate to consider and respond. The DS/ADS will expect a response from the candidate within a two-week period of issuing the call.

**Step 18a**  
**Candidate Accepts the Call**

Once the candidate has reviewed the offer of employment, they contact the DS/ADS with any items that they would like to negotiate. The DS/ADS then acts as mediator until the Board and the candidate are agreed on the offer of employment. Once the candidate gives their final acceptance, they inform the DS/ADS that they accept the call and submit a signed acceptance of the offer of employment (see **Annex M – Acceptance of Offer of Employment** for a template). The DS/ADS sends a copy of the signed acceptance to the Board. Proceed to **step 19a**.

**Step 18b**  
**Candidate Does Not Accept the Call**

After the DS/ADS contacts the candidate with the offer of employment, the candidate reviews the offer. They contact the DS/ADS with their final decision that they do not accept the call (proceed to **step 19b**).

**Step 19a**  
**DS/ADS Informs the Board**

The DS/ADS informs the Board of the candidate's decision to accept the call. Proceed to **step 20**.

**Step 19b**  
**DS/ADS Informs the Board**

The DS/ADS informs the Board of the candidate's decision not to accept the call. The Board may review the PST short list and proceed with a remaining candidate (proceed to **step 13a**) or ask the PST to start the search process over (proceed to **step 13b**).

**Step 20**  
**Arrival of the New Lead Pastor**

The Board should communicate to the congregation that the new lead pastor has accepted the call and plan for their arrival. The lead pastor's job description should also be refined (see **Annex J and K** for sample lead pastor job descriptions).

The new lead pastor will prepare to move. They will be encouraged to compare moving costs and have their moving arrangements approved by the Board. It may be necessary to arrange a second visit by the new lead pastor in order to finalize housing arrangements. Preparatory work should be done with a real estate agent to gather information on houses in the price range of the pastor for purchase or rent. This trip is at the expense of the church. If possible, the spouse should accompany the pastor. Details of the arrival of the new lead pastor will be worked out between the Board and the candidate.

The Board may want to consider some of the following ways they can welcome the new lead pastor and their family into the church and community:

- Introduce the lead pastor and their family to all the major locations in your community such as shopping centres, supermarkets, dentists, doctors, mechanics, hairdressers, etc.
- Introduce children of the new lead pastor to their peers, making sure that they feel welcome as well.
- Encouraging the congregation to give a "grocery shower" in order to stock the family's pantry.

**Step 21**  
**Installation Service**

The installation service should be held on a Sunday close to the beginning of the new lead pastor's ministry at the church. The Board will work with the DS/ADS to prepare for the installation of the pastor, and a suggested outline should be discussed with the DS/ADS.

Plan for a special service in which the congregation and the pastoral family covenant to work together in mutual love and respect in your church. The focus is as much on the congregation as on the lead pastor. We all commit ourselves in a new way to make the new arrangements work for the glory of God. Have pictures taken at the installation for the historical record of the church.

## V. After You've Hired

### Notifying the District Office

After an employee has accepted the office of employment, a copy of the offer, acceptance, and job description should be sent to the District Office. The District Office should also be notified by completing the [Employee Data Form](#) on our website. This form is used to:

- begin the benefit application process
- ensure licensed employees have a current personnel file
- issue their C&MA credentials following their licensing interview

Your church should also use the Employee Data Form to inform the District Office of an employee's change of salary, a marriage, the birth of a child, a change in role, or any other changes to an employee's status.

Once an employee who is licensed with the C&MA begins work, they will be sent a link to the [Licensed Worker Data Form](#). This form ensures that the personnel file is current and the employee will be assigned a password to gain access to resources available from **myCPD**.

### Orientation

A thorough orientation helps insulate against differing expectations, misunderstandings, and conflict. Any new employee will benefit from an orientation to their new setting, team, and role as early as possible. Typically, this orientation will be conducted by the new employee's supervisor, or in the case of a lead pastor, by the board chair. If your church has an employee handbook, it will be a good time to review it together. Necessary forms and documents should be signed for use by the church or District Office.

If your church has chosen to use employee confidentiality agreements as part of their privacy policy, the new employee should sign this agreement at this time.

## Lead Pastor Search Manual After You've Hired

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Key orientation topics include:

- regularly scheduled activities and events
- appropriate protocol for dealing with questions, concerns, or conflicts
- expectations relating to office hours, conduct, and dress code
- any expectations unique to your church setting

The District Office holds a New Worker Orientation twice per year, to which new pastoral employees in the District will be invited. At New Worker Orientation, matters related to the larger District of churches are discussed, introductions are made to the District team, and opportunity is given for pastors to connect with other new pastors from District churches.

### Setting Up Payroll

As long as a church employs and pays an employee, it is required to open a payroll program account with the Canada Revenue Agency (CRA). This must be done before the first payroll deduction payment to the CRA is due on the 15<sup>th</sup> day of the month after the month when the church becomes an employer. To open a payroll program account, complete [Form RC1, Request for a Business Number](#).

A new employee must complete the following documents:

- [TD1](#) and [TD1BC](#) forms available from the CRA
- Benefits and Alliance Retiral Fund enrollment forms available from the [District Benefits Assistant](#)

For these forms as well as additional information, see go to [myCPD](#) or contact the District Director of Finance.



## Lead Pastor Profile Worksheet

This document will assist the DS/ADS and the Board in selecting and calling a Lead Pastor.

Describe your **church**:

Describe your **church**:

Describe the **community** in which your church is located:

Describe the **community** in which your church is located:

List **characteristics and qualifications** of the pastor you believe can best serve your church at this time:

List **characteristics and qualifications** of the pastor you believe can best serve your church at this time:

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**Annex A – Lead Pastor Profile Worksheet**

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**Leadership Culture** – What kind of leaders are in the church? (e.g. active/passive, well trained/needing training, experienced/inexperienced, creative/status-quo, risk-takers/cautious followers, etc.)

**Future Perspectives** – In your opinion, what are the three most important challenges the church needs to face in the next season of its ministry? (e.g. leadership development, youth ministry, influencing the community for Christ, etc.)

Suggest **potential candidates** to be considered:

## Assessing Pastoral Gifting Preferences For the Board and Pastoral Search Team

When there are multiple potential candidates that for the most part equally satisfy the characteristics and qualifications list in the profile, another key consideration would be what each pastor's giftings are. The following is a list of pastoral giftings to consider:

1. **Leader** – Leaders develop new visions for the congregation and are initiators of new ideas who are often willing to take risks.
2. **Manager** – Managers strengthen and maintain the vision already in place, are more gifted administratively, and are more cautious to take risks.
3. **Rescuer** – Rescuers rides to the rescue and prefers to be the initiator and organizer of church events.
4. **Developer** – Developers desire to get the job done while engaging others and encourage them to grow and take responsibility.
5. **Entrepreneurial Leader** – Entrepreneurial Leaders are driven by a vision and are persistent in their desire to recruit others as the vision comes to life.
6. **Shepherd** – Shepherds are drawn to love, feed, protect, and tend to the needs of the congregation and have a strong desire for unity.

All pastors are a blend of these giftings, but very few are strong in only one. A pastor's God-given tendencies shape so much of how they pursue ministry - how they preach, focus their time, what gives them a sense of fulfillment, how they work with others, etc. Each pastor will come with a mixture of these gifts and the following questions may help determine your preference:

1. What type of pastor do I believe our church needs at this time?
2. Based on the information I have about our potential candidates so far, what do I think the tendency of each one is?
3. What information do I need to know to gain clarity on this?

## Self-Awareness Pastoral Bias Inventory For the Board and Pastoral Search Team

Answer these questions with reference to your preferences in the search for a new lead pastor:

1. I prefer a pastor who is a:

- Leader
- Manager
- Rescuer
- Developer
- Entrepreneurial Leader
- Shepherd

2. I prefer a pastor of the following age group:

20's    30's    40's    50's    60's

3. I prefer a pastor who is biblically educated in this way:

None ←----- Bachelor ----- Masters -----→ Doctorate

4. I prefer a pastor who is stylistically:

Casual ←-----→ Formal

5. I prefer a pastor from the following background:

Rural ←-----→ Urban

6. I prefer a pastor, who, regarding the role of women is:

Complementarian ←-----→ Egalitarian

7. I prefer a pastor who is:

Safe/Traditional ←-----→ Risky/Innovative

**Lead Pastor Search Manual**  
**Annex C – Self-Awareness Pastoral Bias Inventory**

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- 8 I prefer a pastor whose leadership style is (number your top four):
- A leader who knows how to take charge.
  - A leader who prefers to collaborate and build consensus.
  - A leader who can make plans and follow through.
  - A leader who can delegate effectively.
  - A leader who consistently motivates and inspires others.
  - A leader who likes to take time to consider options before moving ahead.
  - A leader who is not afraid to give direction to others.
  - A leader who is not easily sidetracked or persuaded to change course.
  - A leader who can hold others accountable.
  - A leader who likes being “the leader”.
  - A leader who prefers to lead from behind the scenes.
  - A leader who is not afraid to be an agent of change.
  - A leader who only moves forward once there is near unanimous consensus.
  - A leader who listens to all points of view and is able to find a compromise solution.
  - A leader who can give guidance and direction to the Board.
  - A leader who prefers to take direction from the Board.
  - A leader who prefers to collaborate with the Board.

## **Posting a Job Opening**

If your church has an open position you are looking to fill and you would like to advertise it on the CPD and National Ministry Centre (NMC) websites, we have several suggestions and guidelines to help you. These are meant to create a posting that will effectively reach potential applicants and give them clear information.

Please note that only positions in churches and ministries of the CPD and affiliated or contractually linked organizations will be posted on the [pacificdistrict.ca](http://pacificdistrict.ca). The NMC website advertises positions from across Canada.

### **Suggestions & Guidelines**

- Write a short description of the position that highlights the key parts of the position for potential applicants.
- Review the following:
  - In the posting and job description, wherever possible, please use gender neutral language.
  - Include a contact name and an email address where applicants should submit cover letters and resumes to.
  - If you are hiring for the lead pastor role, ask applicants to cc the District Superintendent or Assistant District Superintendent who is overseeing the transition.
  - Include any additional materials you would like applicants to submit (e.g. sermon recordings or videos)
  - Include an application deadline date; this can always be extended if the need arises, and serves to keep the posting visible to potential applicants.
- Submit your posting to Erin Knott ([erink@pacificdistrict.ca](mailto:erink@pacificdistrict.ca)) and indicate if you would like the position to appear on the CPD website only, or on the NMC website as well.
- Once you have filled the position, please notify Erin Knott ([erink@pacificdistrict.ca](mailto:erink@pacificdistrict.ca)) at the District Office to have the post removed.

## Sample Website Job Posting #1 City Alliance Church

City Alliance Church is an intergenerational congregation of approximately 300 people founded in 1980 and located in a rapidly growing area of the City, BC. Nearby amenities include several schools and the local events centre. At this time, City Alliance Church is a “drive to” church on a major north-south corridor in, past which 100,000 people travel daily. City’s current population of 150,000 is projected to grow to 197,000 by 2025. The church facility has a multi-purpose sanctuary that has been recently renovated and expansion of the facility for greater ministry development is actively being considered.

We are looking for a new Lead Pastor after our previous Lead Pastor retired after 7 years of fruitful service. The church is currently staffed by an Interim Lead Pastor and an Associate Youth & Worship Pastor, as well as an administrative assistant.

We are aiming to enlarge our vision in at least three major areas:

- Children’s Ministry – our surrounding neighbourhood makes up a fast-growing part of City with many young families moving in
- Multicultural Diversity – our surrounding neighbourhood is increasingly multi-ethnic
- Facility – increasing our facility space for ministry to youth and children and to meet growing ministry needs

We are seeking a new Lead Pastor to work collaboratively with our Board of Elders and congregation to help us accomplish our vision and lead us into a dynamic future, taking advantage of the strategic location where the Lord has placed our church in the midst of a growing and diversifying community.

Prospective pastors should carefully review the Lead Pastor Profile [linked] and then submit a resume and cover letter to the Search Team Chair [linked] and copy (cc) the District Superintendent [linked] in the email.

Application deadline is month date, year.

## **Sample Website Job Posting #2 Town Alliance Church**

Do you sense the Holy Spirit calling you to the Interior Region of BC, and specifically to Town Alliance Church?

Town, with a population of 7600 (greater Town area is 20,000 people), is situated on the banks of the Big River and the region's favourable climate allows four season outdoor activities in the mountains, rivers, and lakes nearby, as well as quality recreational facilities in the area. Housing is affordable and there is a newly constructed high school. Besides the local airport, there is a regional airport only a half hour drive from Town.

Town Alliance Church has been progressing through an intentional transition. The church currently averages between 180 – 200 people on a Sunday morning and has a healthy representation of all age groups, with vibrant ministries including a strong emphasis on outreach. The church has also partnered with the Chinese Alliance Church and ministers to Chinese families in the area. As well as a transitional pastor on staff, there is an Associate Pastor, a part time Worship Director, a Director of Children and Youth Ministries, an Office Administrator, and a custodian.

Prospective pastors should prayerfully review the Lead Pastor Profile [linked] and then submit a resume and cover letter to the Search Team Chair and copy (cc) the Assistant District Superintendent [linked] in the email.

Application deadline is month day, year.



## Interview Questions for Lead Pastor Applicants

### Background

- Tell us about the home in which you grew up. What are some memories of your parents and peers that significantly shaped your attitudes toward God, work and values?
- When did you first feel God's call on your life? How did you decide to enter the ministry?

### Spiritual Growth and Formation

- How is your relationship with God different today than it was one year ago?
- How do you maintain your spiritual, emotional, and physical health? How do you like to spend your free time?
- What specific spiritual disciplines have you found most helpful in cultivating intimacy with God during the past six months?
- How is worship a part of your life 24/7?
- What are your plans for continued personal and professional growth?

### Theology

- How have your faith and theological views changed since you entered college or seminary? Since you entered ministry?
- What are your views on...? (Choose any theological or social issue that is important to your congregation.)
- Do you differ from the denomination's position on any theological issues? If so, what are they?
- What issues do you see as the most important ones facing the church today? What about our denomination?

### Outreach

- Tell us about some recent contacts you have had with unbelievers. How have you cultivated a relationship with these people?

**Lead Pastor Search Manual**  
**Annex G – Interview Questions for Lead Pastor Applicants**

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- What are some tangible things you have done to make your ministry more welcoming for seekers and guests?
- What approaches have you used in helping new people get plugged into the life and ministry of a local church?

**Team Building and Dynamics**

- Share some practical ways you have gone about building a ministry team. What approaches have you used to train lay leaders?
- Give an example of how you helped move someone from nominal to active involvement in ministry. How did you get that person to move off the sidelines and into the game?
- How have you gone about cultivating a relational community among members of your ministry team?
- Tell us about someone you mentored who is now mentoring others. What steps do you take to ensure your ministry will flourish in your absence?
- What are your spiritual gifts? How would you describe your personality type?
- Tell us about the methods you have used to help lay people discover and utilize their unique spiritual gift mix.
- What approaches have you utilized to move people toward spiritual maturity?
- What has been one of the best pastoral staff teams you've been a part of? What made it strong?
- What has been one of the worst pastoral staff teams you've been a part of? What made it weak?
- How do you deal with conflict? Give an example.

**Leadership**

- How would you describe your style of leadership?
- How have you developed a team of leaders? What is your team leadership style (staff and elders)?
- Describe your best experience in leading a small group. How you have coached small group leaders?

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**Annex G – Interview Questions for Lead Pastor Applicants**

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- How have you been a visionary leader?
- Identify the ministers, teachers, and authors who have significantly influenced your beliefs and behaviors about ministry. What impact has each of them had on you?
- Describe a difficult person you have had a conflict with and the steps you took to reconcile the relationship.

**Preaching/Teaching**

- Describe the process you go through when you are preparing a sermon. What goals do you try to accomplish through your preaching?
- When it comes to communicating God's Word, what have been your most important guiding principles?
- What have been your most valuable resources?
- How do you help people apply the truths you teach?
- How comfortable are you speaking about stewardship?
- Tell us about a recent series of messages you have presented.

**Ministry**

- Describe some of the ministries you have been involved with.
- Describe one or more successes you have had, and at least one thing you learned about ministry by making a mistake.
- What do you believe is the healthiest relationship between a pastor, the church board, the congregation, the District, and the denomination?
- What do you consider to be your ministry specialty?
- What emphasis do you place on pastoral counseling? Please describe your training and experience in this area.
- What is your philosophy regarding hospital and home pastoral visits?
- In what setting do you believe you fit best and can make your maximum contribution to the Kingdom of God?
  - size and type of church
  - size and type of community
  - size and type of staff

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- What are the top 3 questions you want to ask any church in which you would consider ministering?
- (Name one of the problems or issues in your church.) How do you think you would go about trying to resolve it? (Do the same with other identified problems.)
- How do you care for the church family?
- How much would you like to be involved in denominational activity?
- Tell us about a time when you hit the wall. What helped you bounce back?
- By what title do you preferred to be called?

**Family**

- How do you allocate time to spend with your family?
- What specific things help you balance home and ministry? Work and rest? Describe an ideal day off.
- How would you describe your spouse's preferred role in ministry on the spectrum from "behind the scenes supporter" to "up-front partner"?

**For the Lead Pastor Applicant's Spouse**

- In what ways would you like to be involved in ministry, if any?
- What is your attitude toward your spouse's ministry vocation?
- Tell us about your children. Where are they in their faith pilgrimage?
- What are your concerns about a possible move?
- Are there things about our church or community that would cause you apprehension if you were called to come here?

## Evaluation for Prospective Candidates

**Prospective Candidate:** \_\_\_\_\_

This grid has been created based on the character and competencies in the Lead Pastor Search Profile. Please complete this evaluation based on the information gathered through resumes, references, and interviews.

**Score Scale – 1 being Very Weak to 10 being Very Strong**

Character	Score										
Humble dependence on God that inspires others	1	2	3	4	5	6	7	8	9	10	n/a
Sincere love for people in church & community	1	2	3	4	5	6	7	8	9	10	n/a
Demonstrates a self-disciplined life	1	2	3	4	5	6	7	8	9	10	n/a
Life of spiritual growth, vitality, & prayer	1	2	3	4	5	6	7	8	9	10	n/a
Strong commitment to spouse & family	1	2	3	4	5	6	7	8	9	10	n/a
Time spent in spiritual formation & disciplines	1	2	3	4	5	6	7	8	9	10	n/a
Ability to deal with conflict in a biblical manner	1	2	3	4	5	6	7	8	9	10	n/a
Consistent pattern of integrity & transparency	1	2	3	4	5	6	7	8	9	10	n/a
Takes responsibility & ownership for actions	1	2	3	4	5	6	7	8	9	10	n/a
Pattern of perseverance & commitment	1	2	3	4	5	6	7	8	9	10	n/a

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**Appendix H – Evaluation for Prospective Candidates**

**Score Scale – 1 being Very Weak to 10 being Very Strong**

<b>Competencies</b>	<b>Score</b>										
Preaching skills as an expository preacher	1	2	3	4	5	6	7	8	9	10	n/a
Teacher of the Word, develops others to teach	1	2	3	4	5	6	7	8	9	10	n/a
Experience & heart for city centre/urban ministry	1	2	3	4	5	6	7	8	9	10	n/a
Nurturing a ministry of prayer	1	2	3	4	5	6	7	8	9	10	n/a
Equipping the saints to do the work of ministry	1	2	3	4	5	6	7	8	9	10	n/a
Collaborative leadership style with others	1	2	3	4	5	6	7	8	9	10	n/a
Missional mindset - church engaged in the community	1	2	3	4	5	6	7	8	9	10	n/a
Willingness to consider new ideas	1	2	3	4	5	6	7	8	9	10	n/a
Culturally aware of what's happening in the world	1	2	3	4	5	6	7	8	9	10	n/a
Discipleship/mentoring ability that builds lives	1	2	3	4	5	6	7	8	9	10	n/a
Ability to develop effective leadership teams	1	2	3	4	5	6	7	8	9	10	n/a
Ability to communicate the church's vision	1	2	3	4	5	6	7	8	9	10	n/a
Ability to encourage, motivate, & build up	1	2	3	4	5	6	7	8	9	10	n/a

## Candidate Summary

**Name:**

**Age:**

**Spouse:**

**Children:**

**Current/Most Recent Position:**

**Ministry & Work Experience:**

- 
- 

**Education:**

**Reasons for shortlisting:**

- 
- 
- 

**Questions/Areas for Further Examination:**

- 1.
- 2.
- 3.

**Contact Information:**

**References:**

- 1.
- 2.
- 3.

## Sample Lead Pastor Job Description #1

### Purpose of Position

Eph. 4:12 – To equip God’s people for ministry

1 Pet. 5:1-4 – To develop and provide a ministry of Shepherding to God’s people

Mark 12:30-31 – To lead God’s people into vital relationships with God and others

Matt. 28:19-20 – To lead God’s people into fulfilling our Christian mandate

1 Tim. 4:6-13 – To uphold, teach and apply the Scriptures for life and Christian service

### Positions Reporting to this Position

Elders

Secretarial Staff

Interns

Lay/Professional Pastors

Coaches and Small Group leaders

### This Position is Accountable to:

Board of Elders and the District Superintendent as constitutionally defined

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Description: The Lead Pastor is to provide spiritual and pastoral leadership to the congregation of the church, and to lead us in broad based evangelism to the surrounding community. This includes providing spiritual leadership through example, preaching/teaching; working with the Board in establishing and implementing the vision of the church, equipping the congregation for the various works of ministry, and through the shepherding of the people in partnership with the Board and Ministry Pastors.

Accountability: The Lead Pastor reports directly to the Board through the Elders. This position will be evaluated annually under the direction of the Elders in addition to informal, ongoing reflection and re-evaluation.

### Qualifications

- Professes faith in the work of Jesus Christ for salvation and has a solid personal relationship with Christ
  - Demonstrates a life submitted to Christ through lifestyle choices, words, and practice
-



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**Appendix J – Lead Pastor Job Description #1**

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- Graduate Degree in appropriate discipline
- Ordained in the Christian & Missionary Alliance

**Leadership/Leadership Development & Discipleship - (25%)**

The Lead Pastor is:

- A cooperative, self-confident motivator
- An inspirer of all with the vision of the church
- An effective team builder to bring other disciple-makers alongside
- Someone committed to developing the congregation to their highest level of spiritual maturity
- An equipper who gives ministry workers tools for their jobs

Duties/Responsibilities:

- Works alongside the Board in the maintenance of a compelling vision, and acts as the key implementation champion for the strategic plan
- Schedules and participates in the planning and leadership of an annual Board retreat that educates, motivates, and supports Board members
- Leads the staff team at the church
- Other duties as assigned

**Preaching/Worship – (45%)**

The Lead Pastor is:

- An effective communicator in accurately taking the whole word of God and providing avenues of application that the congregation understands
- Someone whose genuine spiritual life shows through in preaching
- A Spirit-led, mature believer who speaks from experience
- A disciple-maker who leads others into greater commitment
- An evangelist who speaks the message of Jesus to those who need to hear

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**Appendix J – Lead Pastor Job Description #1**

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Duties/Responsibilities:

- Plan and implement a weekly teaching schedule that allows attendees to learn the whole truth of God, and to mobilize their daily walk of faith, and become fully devoted followers of Jesus Christ.
- Prepares preaching schedules in advance, and reviews with the Elders quarterly
- Meets weekly with the Worship Director/Pastor to evaluate and plan all regular and special services
- Ensures that worship services are effective regarding content, style, structure and design
- Creates regular opportunities for people to respond to the message of Christ through evangelistic messages with the result of growth in the Sunday service
- Demonstrates competence in organization, administration and interpersonal relationships
- Demonstrates competence in Bible teaching and preaching and shows a commitment to excellence in ministry and programming
- Excels in effective oral and written communication skills
- Demonstrates the ability to relate to and meet the needs of a broad-based congregation
- Demonstrates the ability to develop leadership of a ministry team
- Demonstrates the ability to communicate a shared vision and implement strategic planning to accomplish goals and objectives

**Congregational Relations/Pastoral Care – (20%)**

The Lead Pastor is:

- A compassionate and empathetic shepherd
- An effective team builder to bring other shepherds alongside
- A discerning peace maker

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**Appendix J – Lead Pastor Job Description #1**

---

Duties/Responsibilities:

- Inspires the congregation to spiritual maturity through personal example connection to other local and far reaching examples and by acting as a connection to the wider work of God
- Provides care for spiritual, emotional and physical needs as needed in partnership with other church leaders
- Proactively identifies problems/ challenges and offers creative solutions for resolution (conflict management)
- Hospital visits as needed
- Provides minor counselling (supportive listening), and refers to professionals for those needing more extensive counselling as needed
- Conducts baptisms and funerals, pre-marriage counselling, and weddings\* as required.

*\*Note – The pastor is paid by the couple for conducting the wedding ceremony.*

**Professional Development/Personal Growth – (10%)**

The Lead Pastor is:

- A life-long learner

Duties/Responsibilities:

- Devotes time to spiritual, mental, physical development, and well being through personal disciplines
- Attend courses/workshops as appropriate
- Attend a small group as a participant, and/or lead a small group

Will develop an annual plan in cooperation with the Board. Key performance indicators will be reviewed bi-annually with the Board. A full performance evaluation will be completed annually.

## **Sample Lead Pastor Job Description #2**

<b>Position Requirement</b>	Full Time, Ordained
<b>Responsible To</b>	Board of Elders
<b>Responsible For</b>	Board of Elders, SLT, Staff, Worship Ministries

### **Pastoral Focus**

As a member of the Senior Leadership Team (SLT), the Lead Pastor will serve to grow the heart, values, and ministry vision of the church. Giving pastoral leadership to the whole body, as well as direction to the Board of Elders and the Senior Leadership Team, the Lead Pastor will maintain a pastoral focus that seeks spiritual direction and guards the spiritual temperature of the body. The objective of the Lead Pastor is to build and equip the body for Spirit-led life and ministry.

### **Senior Leadership Team Leader**

- Model Spirit-led, collaborative leadership among SLT.
- Develop a written Strategic Plan in conjunction with the SLT (and for approval by the Elder's Board) and ensure that it is updated at least annually.
- Ensure required actions to implement the strategic plan are developed and implemented; regularly monitor progress and effectiveness of actions taken.
- Give oversight to development of annual budgets consistent with the strategic plan and ensure financial accountability.
- Conduct an annual review of the effectiveness of SLT, Pastoral and Administrative staff, and Worship ministries in achieving their strategic plans.
- Implement and maintain a performance and compensation review program for SLT, Accountant(s), and Front Desk Admin.
- Be available to perform weddings and funerals as required.
- Provide pastoral care to the congregation and community.

## **Major Responsibilities**

- Provide leadership to the Board of Elders, SLT and Staff, and congregation in keeping with the Scriptures and the mission, vision, and values of the church.
- Give oversight to teaching, preaching, worship, and public ministry gatherings at the church, involving staff and lay participants.
- Oversee the hiring and management of all Staff in conjunction with the SLT and related committees of the Board of Elders.
- In conjunction with the Elder’s Board, ensure appropriate policies are in place for good governance and effective administration.
- Responsible for the ongoing nurture of spiritual leaders within the church.

SAMPLE

## Offer of Employment Letter

Date

Dear \_\_\_\_\_

### Re: **Offer of Employment**

We are pleased to confirm this offer of employment as Lead Pastor at \_\_\_\_\_ Church beginning Month, Day, 20XX.<sup>1</sup> The Board of Elders considers the first three months in this position as probationary as we seek to determine with you if there is a good fit for you in this ministry position.<sup>2</sup>

The general expectations for this position are outlined in the enclosed job description, which was discussed with you during the candidating process. This description may be modified from time to time as part of our review process.

As outlined in the Local Church Constitution in the *Manual of the Christian and Missionary Alliance in Canada*, you will be accountable to both the Board of Elders and the District Superintendent.

Your starting salary in this position will be \$XX,XXX/year. The required statutory deductions will be deducted from your cheques. These will include Employment Insurance and the Canada Pension Plan.

The church will pay for the following benefits on your behalf, when you are eligible for them (listing includes *possible* benefits, so select appropriate ones):

- Match your 5% contribution to the Alliance Retiral Fund (required)
- Long term disability
- MSP premiums and/or RWAM District Employee Benefits plan premiums
- Coverage of cell phone plan for pastoral use
- Time and budget for professional development or study
- Expenses to attend District Staff Retreat, District Conference, and General Assembly, provided the church budget plans for these and projected income supports it
- Sabbatical provision
- 2-3 weeks paid leave for the purpose of visiting an Alliance mission field within the first 5 years of ministry

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<sup>1</sup> Unless a specific term for employment is stated, it is assumed to be for an indefinite period of time.

<sup>2</sup> A probationary period must be stated in the offer if it is desired. Its primary value is greater legal freedom for the board to terminate the relationship if the early indications are that it isn't going to work.

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**Appendix L – Offer of Employment Letter**

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In addition, you will be entitled to “X” weeks of annual vacation, the dates of which will need to be approved by the Board of Elders in advance. Vacation entitlement may not be carried forward more than one year after it is earned.

Relocation costs from a previous place of ministry and/or residence may be provided.

Either party may initiate a termination of this employment relationship and the Board of Elders respectfully requests a minimum of two weeks’ notice. The Board of Elders will fulfill all requirements under the B.C. Employment Standards Act, however we expect that both you and the Board of Elders will bring closure to your ministry in such a way as to honour the name of Christ and sustain the health of the church. To that end, we will discuss a succession plan early in your employment so both you and the church can deal with this in a forthright and God-honouring way.

[Insert any final comments about your hopes for a good working relationship, etc.]

Sincerely,

c.c. District Superintendent or Assistant District Superintendent

**Acceptance of Offer of Employment  
\_\_\_\_\_ Church**

1. I have been briefed on the requirements of the position of Lead Pastor and believe that I have reasonable knowledge of what will be expected of me. On this basis, I accept the position offered to me.
2. I have been informed of the salary and benefits and agree to begin work within the conditions outlined in the Offer of Employment.
3. If I should ever experience any problems with my work or working relationships that I cannot resolve, I will take steps to discuss these with the Board of Elders or the District Superintendent (should the issues concern my working relationship with the Board) so they may be addressed as early as possible.
4. If I ever have any grievance that cannot be resolved within the governance structure of \_\_\_\_\_ Church and of its parent denomination, the Christian and Missionary Alliance, I agree to attempt to resolve the matter through mediation or conflict resolution within the Christian community, doing all I am able to avoid relying on secular courts for the sake of the name of Jesus Christ and His work.

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

Completed in duplicate