

# Managing the Call

Guidance for Churches in Calling Fresh Pastoral Leadership

Updated March 2021



**Baptist Churches**  
of NSW & ACT

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This document has been prepared to assist churches in the process of making new pastoral leadership appointments. Each church in the Baptist Association is autonomous with regard to pastoral appointments and how they select a new minister. Thus, while the processes outlined here are not mandated as *the only* pattern for a pastoral search, they have been carefully tested over time, and are under constant review in our rapidly evolving culture. These processes have been developed based upon biblical principles, broad practice amongst our churches and experience gained by Baptist Association leaders over many years.

The standard processes described here are essentially applicable to calling Solo Pastors, Senior Pastors and Team Leaders. Many of the principles would be the same for calling other team members such as Associate Pastors or specialised team members. More information and advice on calling team members when a Senior Pastor is already in place can be gained from the Baptist Ministry Team.

There are four stages for a church to work through when a pastor leaves and a new pastor needs to be appointed.

**Stage 1: Leaving and Responding**

**Stage 2: Reviewing and Seeking**

**Stage 3: Discerning and Deciding**

**Stage 4: Calling and Commencing**

Each stage in this document includes a summary checklist. These checklists provide guidelines for who is responsible for each phase of the transition. Below each checklist are notes to explain terms and give more details. There are a number of appendices in the last section of the booklet for extra information, sample forms and other resources. Feel free to copy any appendix or the information in them in your own call processes.

We trust that this document will assist you in the important work of calling new leadership from across the five-fold ministry of Ephesians 4:11 for the vital work of making disciples through local communities of faith.

*“So, Christ himself gave the apostles, the prophets, the evangelists,  
the pastors and teachers, to equip his people for works of service,  
so that the body of Christ may be built up until we all reach  
unity in the faith and in the knowledge of the Son of God  
and become mature, attaining to the whole measure of the fullness of Christ.”*

Ephesians 4:11 - 13

**The Baptist Ministry Team  
March 2020**

# Stage 1. “Leaving and responding”

When a Pastor announces he or she is leaving it raises a mix of emotions. It gives the church an opportunity to affirm the Pastor and their ministry. Arrangements need to be made about the immediate situation while the long term can be worked out. It is tempting to jump quickly ahead and rush in to appointing a new pastor. We strongly recommend spending the necessary time on each section of the transition to ensure healthy outcomes for everyone involved.

## Stage 1 Checklist.

Step	Pastoral Search Team	Church leadership	Church/Church Meeting	Tick when complete
1.1 Inform and seek advice		Contact the Baptist Association of NSW & ACT (phone: 0298689200)		
1.2 Check your church's constitution		Examine your church constitution to be sure you set a process that falls within the legal framework of your community		
1.3 Reassure the church community		Reassure the church community that the leaders intend to take careful steps to ensure the ongoing health and ministry of the church and help the pastor to conclude well.		
1.4 Ensure the pastor finishes well		Negotiate a completion date with the pastor and arrange a farewell to celebrate and give thanks.	Support the pastor finishing well	
1.5 Arrange an exit interview		Conduct an exit interview.		
1.6 Decide on interim arrangements		Meet with Regional Minister or Baptist Ministry Team regarding options for a Transitional Health Check and interim arrangements. Recommend preferred options to the church members.	Decide on church leadership recommendations regarding interim arrangements.	

### 1.1. Inform and seek advice

A leader should notify the Association that their Pastor has resigned. Your Regional Minister, Team Leader - Leadership Development and others have knowledge and experience which can be helpful. Discuss with the Baptist Ministry Team helpful steps that should be taken before the current pastor leaves. This is especially important, when churches have: a Pastoral team; a potential internal applicant for the vacated role; or reasons for the pastor's departure are less than positive. This contact will also assist in reassuring the church about the future.

### 1.2. Check your own church constitution

Refer to your church Constitution for details regarding your rules about a pastor's leaving and calling. If you have difficulty with this, consult with a member of the Baptist Ministry team.

### **1.3. Reassure the church community**

The church community will be unsettled no matter what the circumstances. This is an opportunity for the leadership to help the community be confident that advice is being sought, plans will be in place, pastor and people will be cared for and ministry will continue. The Baptist Ministry Team offers a workshop on handling transition for church leadership or the wider church family.

### **1.4. Ensure the pastor finishes well**

A pastor's leaving is the time to release him/her to the next stage of ministry, and acknowledge the relationship built between pastor and congregation. Whatever the circumstances leading to a pastor's departure, significant attention should be given to this phase and an appropriate farewell. Farewells are important to:

- a) help both pastor and people come to terms with the separation;
- b) mark an ending to a stage in the pastor's story and church's story;
- c) acknowledge God's work during the time of the pastor's ministry;
- d) express gratitude to the Lord, and to each other along with expressing joy and grief;
- e) establish a healthy beginning to the next phase of transition for the church.

Integrity is important, especially if a pastor leaves in difficult circumstances. It is important to acknowledge past ministry and to express sorrow at what has happened. In all circumstances, for the health of church and pastor, the church should be generous and gracious. This should especially be so if the pastor is retiring. Liaise with the pastor about what he or she would like in a farewell. Negotiate a completion date, and honour LSL, holiday allocations and other entitlements. Be gracious, generous and, if necessary, forgiving. If the church can go beyond its legal and financial obligations with a generous heart, both pastor and church will be blessed and God will be honoured.

**It is strongly advised** that the church does not formally commence seeking names for the role of a new pastor before the outgoing pastor has *totally* concluded. This is important to provide healthy closure for pastor and church.

### **1.5. Arrange an exit interview**

An exit interview is healthy for pastor and church. It provides an opportunity to reflect on what God has done, and on the pastor's insights, joys and regrets. Questions should be given to the pastor beforehand. An outside facilitator can be helpful to promote caring and open discussion. The Baptist Ministry Team is available to assist with resources and is available to conduct them. See **Appendix 1**. Contact the Baptist Ministry Team for more assistance.

### **1.6. Decide on interim arrangements**

The transition between pastors provides an opportunity for refreshing understanding of the local community and the church. It is important, especially after a long pastorate, for the church to intentionally pause, grieve, refocus and not rush to a new appointment. There are options to assist the church through a time of transition. You should consult your Regional Minister or the Baptist Ministry Team to see if any suit your circumstances. These include:

- a) **A Pastoral Interim.** A pastor who can assist with preaching and pastoral care in the period before you appoint a new leader. They will assist the congregation to "recover" from the change in leadership or any challenging circumstances that church has recently faced. This interim does not lead the church through any intentional change.
- b) **An Intentional Interim.** This is a trained pastor who can lead the church through a specific strategic reflection process and assist in the formation of a PST. This is recommended in cases where the church needs to refocus, where the outgoing pastor has served for a long period, or where there has been conflict or crisis. This interim leads through mid level change.

- c) **A Transitional Interim.** This is a trained pastor who can lead the church through a strategic process of significant change towards a new structure, vision and future. This interim leads through higher level change.
- d) **A church consultancy.** This is a team who will work with the leadership and church family to prepare the church for a new pastor, but will not oversee the weekly ministry of the church. We often suggest that a church consultancy may work well at the same time as a Pastoral Interim.

For more details on these options see **Appendix 2.**

## Stage 2. “Reviewing and Seeking”

A review of where the church is in its life and mission lays the foundation for a common agreement for the call of the appropriate Pastor. Only when this is done can the church genuinely look for the person God is calling to serve in the next stage of its history. The process a church uses for settling a new pastoral appointment is critically important for the ongoing health and success of both the church and the pastor. Decisions made now have long term effects.

### Stage 2 Checklist.

Step	Pastoral Search Team	Church leadership	Church/Church Meeting	Tick when complete
2.1 Form a Pastoral Search Team (PST)		Lead the church community in forming a representative PST.	Set aside a PST	
2.2 Consider external facilitator		Decide whether the PST will be chaired by an external facilitator	Affirm appointment of facilitator if recommended by the leadership	
2.3 PST commences	Team formed. Chairperson affirmed. Establish PST operational processes.	Church treasurer and leadership team investigate salary and employment conditions from Baptist Association guidelines.	Church community participates in regular prayer meetings during the search phase.	
2.4 Gather and present church information	Compile a church profile and community profile. From these documents, put together a profile for the type of pastor the church needs and a position description. Present the profiles to the leaders for affirmation.	Leadership receives recommendations from PST re church, community and pastoral profiles and forms recommendations for church members.	Participate in any forums, discussion groups and feedback sessions to assist the development of profiles.  Church members approve the final versions of the three different profiles.	
2.5 Covenant of Care		Review suggested Covenant of Care and present to the church for affirmation.	Affirm Covenant of Care.	
2.6 Establish processes if there is an internal candidate.	See relevant appendix. If no internal candidate, go to 2.5.	Leadership affirms decisions of the PST in regards to internal candidate.	Church kept informed as appropriate, approving alternate processes if necessary.	
2.7 Collect names of potential candidates	Receive names and applicant profiles from Association, Regional Minister, church members, other connections, and advertising (if advertised)	Asked to recommend names to the PST	Asked to recommend names to the PST	
2.8 Create a short list	Create a short list of applicants. Check with Association re applicants.			

### **2.1. Form a Pastoral Search Team (PST)**

Time, careful consideration and prayer should be integral to this part of the process. Check your church constitution for any requirements that need to be considered in how the PST is formed.

For a suggested process see **Appendix 3**

## 2.2. Consider an External Facilitator

It can be helpful to engage an outside facilitator to chair the PST, particularly if:

- a) the previous pastor concluded in difficult circumstances;
- b) the PST is inexperienced or not confident in managing the call process;
- c) there is an internal candidate for the role.

If an external facilitator is appointed:

- a) the church should offer appropriate remuneration;
- b) the moderator does **not** have a vote on the PST, but is given delegated authority to chair the PST, offer advice, and guide the process according to the agreed parameters.

For more information about external facilitators **see Appendix 4**

If you wish to appoint an external facilitator, contact the Team Leader – Gen1K Leadership Development.

## 2.3. The PST commences operation

To commence the effective operation of the PST, you could follow these steps:

- a) Appoint a chairperson (or external facilitator) and notify the Baptist Ministry Team for mutual contact;
- b) Agree on meeting regularity, limits of authority, responsibilities and confidentiality;
- c) Agree on who is responsible for recording decisions, how tasks are delegated, followed up and reported;
- d) Agree on how decisions are made (eg by majority or unanimous, criteria based or opinion/impression);
- e) Overview the tasks and process. This Managing the Call document can be a guide;
- f) Regularly inform the leadership and wider church about progress for prayer and building confidence.

Meanwhile, the church's leadership should gather data regarding the package to be offered eg salary, non-tax benefit arrangements, accommodation or housing allowance, other allowances such as communication, car, long service leave, holidays, sabbaticals etc. Annually updated guidelines are available from the Association finance team.

## 2.4 Developing a church profile and pastoral profile

Spending time understanding who you are (Church & Community Profiles) provides a healthy basis for the type of pastor you should seek to lead you (Pastoral Profile). Laying this foundation is crucial before you actively seek names of people to interview and appoint.

We recommend that the church engage in an intentionally reflective process to produce:

- an honest **profile of the Church** clearly reflecting the strengths and weaknesses of the congregation;
- a **community profile** including current and future needs and opportunities for ministry;
- a **profile of the pastor** being sought.

Resources to guide the above process are available from the Team Leader - Gen1K Leadership Development.

One such resource to assist PSTs in the discernment process is the "6Cs Framework for PSTs". This can assist PSTs to consider different areas of an applicant's life which are important to work through. **See Appendix 5.**

It would be helpful at this stage to engage the wider church through forums or workshops. These gatherings can gather crucial information about the values, hopes and character of the church for a church profile, as well as ideas about what sort of pastor the church believes God has in store for them. Participation from the church at this stage can help make expectations clear and create a sense of confidence in the recommendations of the PST. This can greatly assist a new pastor and the transition period.



The pastoral profile should include the requirements the church believes a pastor should have. These could include but are not limited to:

- a) A statement about the character and giftedness the candidate should possess;
- b) What ministry or other experience they should have;
- c) What academic qualifications are required;
- d) Requirements regarding accreditation or recognition with the Baptist Association of NSW and ACT;
- e) Whether there are any specific theological positions required or preferred.

Out of the pastoral profile, the PST can create a Position Description which summarises the roles, responsibilities and accountabilities for the pastor. This PD is helpful in advertising the role and forms part of an ongoing healthy annual review process.

## **2.5. Covenant of Care**

The Baptist Association recommends the church affirms how they will relate to the incoming Pastor and the Pastor to them through a Covenant of Care. The signing of this Covenant may feature in the Induction Service. It would also be revisited during regular pastoral reviews. **See Appendix 6.** The Church should also affirm with the Pastor his/her willingness to act within the Code of Conduct for Pastors adopted by the Baptist Association. A copy of this code of conduct can be obtained from Team Leader – Gen1K Leadership Development.

**The Association strongly recommends that churches only call pastors who are Accredited or Recognised ministers with the Baptist Association of NSW and ACT** (or are in the process of applying). Accredited and Recognised ministers are connected in a family of pastors with support and accountability systems. If the church decides to call a minister who is *not* willing or able to be accredited or recognised by the Association, the capacity for the Association to assist the church and minister is limited. It should also be noted that any ministers not accredited or recognised may **not** use the title “pastor” as this implies to the community an accountability and approval relationship which does not exist. If you wish to discuss this further, contact Team Leader – Gen1K Leadership Development.

## **2.6. Establish processes if there is an internal candidate**

It is becoming more common for Associate Pastors or other existing members of the congregation to apply for a vacant Senior Pastor role. Identifying, equipping and releasing people into local ministry is a Biblical concept to be affirmed. However, we acknowledge that when this occurs there are unique and challenging dynamics, existing relationships, conflicts of interest and high emotional risk. If the PST is considering an internal candidate, we strongly recommend you consult **Appendix 7** and contact the Team Leader – Gen1K Leadership Development.

## **2.7. Collect names of potential candidates**

Keeping in mind the now completed profiles, the PST can collect names of prospective pastors. Association leaders, Regional Ministers, Morling College, church members and contacts can make suggestions.

The PST should communicate what information applicants need to provide. This could include:

- a) A list of current referees and references (from people such as mentors, previous ministry colleagues etc);
- b) A recently completed Baptist Association Pastoral Profile (available from Team Leader – Gen1K Leadership Development) and/or updated CV;
- c) Record of academic qualifications;
- d) Evidence of current Working With Children Check and valid Police Check.

It is helpful to identify which parts of the pastoral profile are viewed as essential and those that are desirable.

Names at this stage are possibilities only. No one is yet to be contacted. Individuals approaching potential applicants outside the process is unhelpful. The chairperson or facilitator is the appropriate person to approach suggested people after a PST decision. Therefore, confidentiality amongst the PST is vitally important.

**Advertising.** Upon request, the Association and Morling College may place advertisements on their websites. It is also possible to connect with Baptist Associations around the country. It may be considered an advantage to broaden the search beyond the Association and Baptist networks. However, we urge caution if considering advertising on secular or international platforms, as it is a common experience that many people who respond to widely placed advertisements do not fit the criteria or understand the Australian or Baptist context. Consulting with the Association in these circumstances is considered essential.

**Consultation with the Association.** We strongly recommend that the PST chair or facilitator confidentially share applicant's names regularly with the Team Leader – Gen1K Leadership Development for guidance, advice and support. This will assist in due diligence with regard to character and competence in any previous ministry situation.

## **2.8. Create a short list**

After receiving names, seek as much initial information about applicants as possible while taking confidentiality and privacy into account. Form a short list on the basis of your church and pastoral profiles of those you might like to approach.

## Stage 3. “Discerning and Deciding”

Having done all the preliminary work, the PST is ready to interview a prospective Pastor. The goal is to seek the will of God for the church and Pastor. The interview and discussions establish mutual expectations. Clarity on expectations now will help develop healthy relationships in the future.

### Stage 3 checklist.

Step	Pastoral Search Team	Church leadership	Church/Church Meeting	Tick when complete
3.1 Questions, panel and interview preparation	Agree on questions to be asked and who will be on the interview panel for the first interview.	Called to prayer as this phase commences.	Called to prayer as this phase commences.	
3.2 Discern which applicant should be interviewed	Discern which one of the applicants to move to interview stage.			
3.3 First interview (informal)	Arrange and conduct an with the applicant and spouse which includes a tour of the church and local area.			
3.4 Second interview (formal)	Arrange and conduct an interview where more in-depth matters can be discussed.			
3.5 Contact referees	Someone from the PST should contact referees with prepared questions.			
3.6 Agreement and Decision	The PST forms a recommendation for the Leadership			

#### **3.1. Questions, panel and interview preparation**

The PST should spend time considering what questions to ask. For more information and sample questions see **Appendix 8**.

#### **3.2. Discern which applicant should be interviewed**

The Association recommends the PST choose ONE applicant to interview and discern whether God is calling that specific person. Should the PST or leadership discern after interviews that the first applicant is not to proceed, then the PST goes back to reflection and prayer to seek another person to bring to interview.

#### **3.3. First interview (informal)**

#### **General Interview Recommendations:**

1. Churches should meet any travel and accommodation costs of the pastor.
2. If distance is involved, the Church should provide motel accommodation (rather than being hosted in a church home). Two interviews could then be held over a couple of days.
3. The intention is for BOTH applicants and PST to discern God’s will. PST members should be reminded that they are being interviewed as well. Their approach to the applicant will reflect on what the pastor believes the wider church is like.

4. The power resides with the interview panel in this dynamic. The PST should treat that reality with respect and godliness. Interviewers should not try to trick applicants. Intentions should be clear, expectations explicit, time given for reflection and communication open while discussion is best done conversationally.
5. Interviewing a pastoral leader is similar but different to processes used for other professions. The applicant is not only seeking a new “job”. They are seeking God’s will and if called will be leaving their current valued church community, moving house and neighbourhoods, changing school communities if they have children, leaving significant friendship and family networks, and being asked to enter an existing relational network as its new pastoral leader. PST members with interview experience outside of calling pastors should be made aware of the different dynamics.
6. In most cases two meaningful interviews should be adequate if the PST has done a thorough investigation of the applicant’s information and planned questions well.
7. The final decision to call someone should be made no longer than six weeks after the first interview.

#### **First Interview Recommendations:**

1. The first interview should be an informal setting with the pastor and spouse meeting the whole PST, involving a meal or afternoon / morning tea.
2. This is a relational and story sharing exercise. Each PST member should share their own story and participate in sharing the story of the church. Comments about the Church’s vision for the future could be included.
3. The applicant and spouse should also share their own story.
4. The pastor and spouse should be given a tour of the Church property, including the district and any manse, before or after this meeting.
5. The PST and applicant should reserve detailed questioning until the second interview.
6. The applicant should be made aware beforehand of exactly what this first informal interview will include and what the PST expects from the pastor and spouse.
7. The PST should connect following this first interview to debrief, pray and continue to discern together before moving to the formal interview.

### **3.4. Second interview (formal)**

#### **Recommendations:**

1. The second interview should be the major exploratory interview.
2. No more than 3 people should be set aside from the PST for the formal interview with the applicant.
3. The pastor’s spouse may be invited to this interview, however if the PST has already met with them in the informal gathering, this can be left up to the pastor and spouse.
4. Questions should be decided upon well in advance and given to the applicant ahead of time. This allows for thoughtful questions and limits the risk of side-tracks and misunderstandings.
5. The pastor should be invited ahead of time to use this opportunity to ask questions of the PST and given the chance to forward these questions to the PST beforehand.
6. If there are existing staff members (eg Associate or youth pastors etc) and the new role is a Senior Pastor or Team Leader, the staff should not be on the PST or involved in interviews. However, should the PST wish to proceed with a candidate following the second interview, the candidate should have the opportunity to meet informally and individually with each staff member before final decisions are made.

### **3.5. Contact referees**

#### **Recommendations:**

1. Individual PST members should be delegated this responsibility to be completed before the PST’s final meeting.
2. Do not skip this step even if the interview panel is very positive.
3. Contact each referee with a few prepared questions.
4. Ensure the conversations are concise but meaningful.

5. A question each referee should be asked is: “Would you be happy to go to a church where this applicant was your pastor? Why or why not?”
6. Produce a proforma sheet that is used with every referee and submitted to the PST afterward. Add “other comments” section on form.

### **3.6. Agreement and Decision**

If the PST believes God is leading them to proceed they should check the candidate is also ready to proceed and whether they would require a specific majority before acceptance. Any outstanding issues could be dealt with by a follow up informal meeting at the end of the process with the applicant and the chair or facilitator. At this informal gathering the applicant can also inform the chair of their own discernment regarding the accepting the role or not.

If the applicant is willing to proceed, the PST can then recommend a name to the church leadership in line with the church’s constitutional requirements.

### **Overseas or Interstate candidates**

There are particular matters to work through if overseas or interstate candidates are under consideration. For guidance in this, please see **Appendix 9** and seek up to date advice from the Team Leader, Leadership Development.

## Stage 4. “Calling and Commencing”

The final step is to meet as a church to approve the calling of a new minister. It is a time when you seek God’s confirmation through the agreement of his people.

### Stage 4 checklist.

Step	Pastoral Search Team	Church leadership	Church/Church Meeting	Tick when complete
4.1 Prepare for the call meeting	Make final recommendation to the Leadership. PST concludes	Call members meeting and make formal recommendation according to constitutional processes.	Hold a prayer meeting(s) leading up to the members meeting.	
4.2 The call meeting		Thank the PST members for their work.	Vote on recommendations from the leadership according to constitution.	
4.3 Inform the pastor		Call the pastor as soon as possible following the meeting.		
4.4 Offer of appointment		Send a letter of appointment with all necessary details.		
4.5 Covenant of Care		Negotiate the Covenant of Care with the new pastor and adjust if necessary.		
4.6 Prepare accommodation		Ensure that the manse is prepared and welcoming	Ensure that the manse is prepared and welcoming	
4.7 Introductions		Assist the pastor and pastor’s family to be introduced and welcomed to the church and local community	Assist the pastor and family to be introduced and welcomed to the church and local community	
4.8 Induction Service		Plan a meaningful induction service with the new pastor.	Celebrate with and support the new pastor and family in this service.	

#### 4.1 Prepare for call meeting.

The PST provides a report and recommendation to the leadership. The leadership seeks permission from the applicant to take his/her name to members. It may be unwise to take a pastor’s name to a church meeting unless the PST is unanimous. If the candidate is currently in a role elsewhere, his or her identity **should not** be released until the meeting. Otherwise, with their permission, their name could be disclosed prior to the meeting. It is wise to find out how whether the candidate is seeking a unanimous call or what percentage vote they are seeking.

#### 4.2. The Call Meeting.

If the candidate wishes to proceed, a Church Meeting is arranged at which the PST and leadership presents the recommendation with supporting report, photos and details. Once the meeting has voted, church members should not disclose the name to anyone until the new pastor has accepted the call and informed their current church. Church members need to be reminded of the importance of confidentiality – including social media.

#### 4.3. Inform the Pastor.

It is important to make contact with the pastor as soon as possible after the meeting. If the Pastor accepts the call, arrangements are made for announcements at the current and new churches.

It is the pastor's responsibility in accepting or rejecting the call to officially notify the church, ideally on the same day. It is anticipated that if the Pastor has allowed his/her name to go forward it is reasonable to expect that there will not be a delay in their reply. The Pastor should also be told whether the vote was a majority or unanimous. Where the Church does not have a clear majority, the matter is referred back to the PST. If the applicant is unsuccessful at the members meeting, please ensure that a member of Baptist Ministry Team is informed so adequate pastoral care can be given.

#### **4.4 Send a letter / offer of appointment.**

When a call is given, a letter should be sent to the pastor formally issuing the call and outlining conditions. The inclusions should have already been discussed with the candidate before the call is offered. The following items could be included in the letter of call / offer of appointment:

- starting date
- stipend (including superannuation, LSL, holiday leave etc)
- fringe benefits and how this is applied and used
- termination - as per church constitution
- accommodation arrangements (manse or housing allowance)
- removal expenses
- any specific items mentioned in discussions
- formal expectations of employment conditions – such as regular reviews, denominational involvement
- ongoing accreditation costs (if candidate is an accredited pastor)

See **Appendix 10** for a sample letter of employment.

#### **4.5 Covenant of Care**

Give the new pastor the Covenant of Care which was prepared previously. Negotiate any changes with the new pastor and use as a basis of ongoing support for the pastor and their family.

#### **4.6. Accommodation**

If the Church supplies a manse, please ensure that everything is ready for the new occupants. This may mean maintenance and cleaning, lawns mown; a box of groceries and a meal. Moving is very stressful, so please ensure that overnight accommodation is included where necessary.

#### **4.7. Introductions**

The arrival of a new Pastor is a good time for the Church to have an article in the local newspaper and arrange for community representatives to meet the Pastor. Providing the new Pastor with resources to assist her/him in getting to know the congregation quickly is recommended – a list of regular attendees (with photographs if possible), name tags at larger events etc.

#### **4.8. Induction service**

A ministry begins with a formal induction service. Invitations are issued to agreed parties and a general invitation to church and its friends, ministers of neighbouring churches etc. Sample orders of service are available on request from Team Leader – Gen1K Leadership Development.

This is an important time of celebration to help the pastor start well and to assist the church family to look forward to the future with hope and anticipation.

# APPENDIX 1 – Exit Interview Questions

## Questions for the concluding Senior Pastor

### To be given out 1-2 weeks prior to the interview

1. Name some events, developments or processes on which you look back with gratitude, joy and satisfaction during your time at this church.
2. What are some of the contributions you feel you have made to this church?
3. Reflect on three specific strengths you see in this church community.
4. In what areas or in what opportunities do you see the potential life and growth of this church?
5. Reflect on your three deepest concerns for the long-term health and growth of this church.
6. What were the 3 most difficult or painful challenges, issues, or relationships during your time with this church?
7. Are there issues left unresolved or relationships left tense or broken? Do you need to do anything with any of these for your own wellbeing and the wellbeing of others?
8. What three things do you now know after working with this church that you wish you had fully understood when you first arrived?
9. Leave us with some "words of experience and wisdom". What advice would you give to the lay church leadership, and also any incoming pastor for this church?
10. What would you really like to say to us that you haven't yet had the opportunity to express?



## APPENDIX 2 – Interim Minister Options

### Pastoral Interims:

### Leads through change: Minimal

The interim period between pastors needs to be recognised as an important phase in the life of a congregation. It should not be seen simply as a 'waiting' period. Churches can call on a pastoral interim to assist the church to recover from the loss of a leader, provide preaching, leading of services and pastoral care until a new leader arrives. The PST continues with the Call Process and the leaders do their work. The Baptist Ministry Team can assist in finding a Pastoral Interim.

### Intentional Interims:

### Leads through change: Mid level

Baptist Churches in NSW and the ACT have access to an intentional ministry during the interim period. Intentional Interim ministers have received training in leading a congregation through an intentional process of reflection and preparation for a new leader. They actively assist in ensuring that the church is prepared for a new season of ministry and service under new leadership. This option is ideal where the outgoing pastor has served for a significantly long period of time. This process is also ideal when it is identified that the church may need to intentionally reflect or refocus and consider who are they and what their community is like before being able to discern who might lead them in their next season of ministry and mission. This is an appropriate option when some change may be necessary for the ongoing health and vitality of the church going forward.

If a congregational engages well with an intentional interim minister, the chances for effective ministry with a new leader are greatly enhanced. The intentional interim minister may facilitate the formation of a pastoral search team, however will not exercise undue influence on the decision making process of such a group. **We strongly recommend that, should the church wish to have an external facilitator for their PST, they engage someone *other than the pastoral or transitional minister.***

The length of an intentional interim ministry process is difficult to predict, but the expected time is 12 to 18 months.

### Transitional Interims:

### Leads through change: Higher level

Baptist Churches in NSW and the ACT also have access to a group of Transitional Interims. These ministers have received training in leading a congregation through more significant issues of health and change. This option is most appropriate: where the church has faced recent decline; where leadership, structures and processes may no longer be appropriately supporting healthy and fruitful ministry; where there has been significant conflict or crises; where significant change may be necessary for the ongoing health and vitality of the mission of the church in that community going forward.

The length of a transitional interim ministry is completely dependent on the context and circumstances of the church.

### Church Consultants:

Some churches may benefit from the assistance gained from trained facilitators guiding them through some specific aspects of transition, reflection, conflict or any aspect of church life in preparation for a new pastoral leader. Consultants do not assist in pastoral duties during, but work with the leadership and wider church in strategic consultation according to goals set specifically for your church's situation. A consultancy team can work with the church leaders while a pastoral interim minister fulfils pastoral leadership duties (but not in cases where the church engages an intentional interim or transitional interim).

To explore the appointment of a Pastoral, Intentional or Transitional Interim, contact Team Leader – Gen1K Leadership Development

To explore a church consultancy, contact Team Leader - Gen1K Church Health

## APPENDIX 3 – Forming a Pastoral Search Team

### A Suggested Process for Formation of a Pastoral Search Team:

- Consult your Church Constitution to see if there are any formal requirements regarding the formation of a PST, for example, if elders/deacons might need to be on such a group;
- Over a two-week period, invite people from the wider church community (not limited to members) to suggest to the church leadership the names of up to three persons who:
  - (i) are spiritually mature believers;
  - (ii) have the welfare of the whole church at heart;
  - (iii) are implicitly trustworthy.
- From this group of names, the leadership selects a PST that is broadly representative of the demographics of the church as a whole in terms of age, gender, length of time in congregation, cultural background, etc. Note that it is helpful to have people with experience in conducting job interviews as well as people who would be new to the process;
- This recommended PST is affirmed as a whole group by a church meeting, rather than voted on individually.

**Note:** It is not a requirement that PST members are formally church members, though this would need to be checked against the constitution.

## APPENDIX 4 – External Facilitators

The facilitator's role is to act as chairperson for meetings of the Pastoral Search Team and possibly also Church meetings where discussions relating to the call take place. Where a church has an interim pastor, that person should **not** be involved in the interview process. An external facilitator, who is trained, experienced and a gifted facilitator can help a church affect a good pastoral settlement.

An external facilitator:

- brings impartiality.
- knows the procedures and pitfalls to avoid in pastoral settlements.
- is able to bring a different perspective from the "locals".
- may share some of the "leg work" for the church leadership already undertaking extra responsibilities in the absence of a pastor.
- has easy access to key people and can gain discreet information more readily.
- is already part of a group of experienced people from whom they can seek advice if a difficulty should occur.
- has a broad knowledge of churches and pastors.
- is not emotionally involved in the life of the church, as are the church leaders.
- comes into the situation without prior knowledge of the dynamics of the church. If it proves necessary for the facilitator to know more, he/she is able find out through the accepted channels.
- gives support to the pastor being interviewed as well as to the church. It is difficult to do this well when the pastor being interviewed is the only "outsider" in the situation.
- can often "read" an interview situation more objectively and identify areas that may be overlooked by the church leaders and the interviewed pastor.
- has access to information for the church and the prospective pastor to help make the interview more meaningful.
- is able to help lead through the post interview discussion with the church leaders and separately with the interviewed pastor.

# APPENDIX 5 – 6C Framework for Pastoral Search Teams

When a Pastoral Search Team begins the task of creating a Position Description, it is helpful to consider a number of dimensions as you discern the type of leader best suited to the context and ministry of your faith community.

## CHARACTER

Character is the heart of leadership. It is about the inner life of the leader and how that impacts their relationships with God and others.

Character refers to things such as: being grounded in the Bible, exercising spiritual disciplines, showing servant-leadership, integrity, honesty, humility, self-awareness, the fruit of the Spirit, genuineness and sincerity.

*“According to Scripture, virtually everything that truly qualifies a person for leadership is directly related to character. It’s not about style, status, personal charisma, clout, or worldly measurements of success. Integrity is the main issue that makes the difference between a good leader and a bad one.” – John MacArthur*

Psalm 78:72a *“David shepherded them with integrity of heart...”*

### Reflection questions:

1. Does the leader demonstrate a sincere faith which permeates their inner and outer lives?
2. Do others affirm them as a consistent and genuine disciple of Jesus?
3. Would those closest to this leader believe their home life and personal life matches their public ministry?
4. Does the leader show the fruit of the Spirit?

## CHEMISTRY

Chemistry is the relational aspect of leadership. It is about how the leader interacts with those who lead them, those they lead with, and those they lead.

Chemistry refers to things such as: emotional intelligence, teamwork, compassion, sensitivity, mentoring, discernment, conflict management and pastoral care.

Romans 15:5 *“May God, who gives this patience and encouragement, help you live in complete harmony with each other, as is fitting for followers of Christ Jesus.”*

### Reflection questions:

1. Does the leader demonstrate experience in leading teams where there has been harmony and unity?
2. How does the leader handle conflict?
3. Would those who have worked closely with the leader in the past believe they are caring, encouraging and servant-hearted while also empowering those in their teams?
4. Is the leader able to disciple, develop and empower those whom they lead?

## CALLING

Calling is the securely held and confident understanding that God has set them apart for the ministry of servant leadership.

Calling refers to things such as: spiritual gifts, passion for the church and the lost, a sense of God’s guidance, desire to be continually learning and equipped, discernment as to their role as an Apostle, Prophet, Evangelist, Shepherd or Teacher.

Isaiah 6:8 *“I heard the voice of the Lord saying, ‘Whom shall I send? And who will go for us?’ And I said, ‘Here am I. Send me!’”*

### Reflection questions:

1. Can the leader communicate to others about their sense of call to servant-leadership?
2. Can the leader demonstrate how their calling provided assurance and resilience during discouragement?
3. Do others affirm this leader’s call?
4. Is the leader aware of their gifts and role within the Kingdom of God?

## CLARITY

Clarity is the ability to clearly see, set and communicate vision and lead others in a journey to discover together where God wants them to go.

Clarity refers to things such as: vision, purpose, direction, discernment, creativity, imagination, forward thinking and dreaming.

Proverbs 19:21 *"Many are the plans in a person's heart, but it is the Lord's purpose that prevails."*

### Reflection questions:

1. How has the leader shown that they can lead others to discover God's plans for the future?
2. Does the leader regularly ask: "What's next?"
3. Are others inspired to trust and follow the leader into an uncertain future or new beginning?
4. Does the leader communicate clearly what could be?

## CAPACITY

Capacity is the amount of energy that a leader can give to their ministry for the long haul.

Capacity refers to things such as: resilience, emotional strength, patience and endurance, energy and sustainability, balanced with maturity, wisdom and self-care.

Colossians 3:23 *"Whatever you do, work at it with all your heart, as working for the Lord, not for human masters,"*

### Reflection questions:

1. Does the leader show that they are resilient and mature in the face of discouragement or opposition?
2. Can the leader demonstrate their ability to complete projects?
3. Will the leader care for themselves and their relationships so they are able to run a ministry marathon rather than a sprint?
4. Is the leader able to show the self-awareness needed to work from their strengths and develop their weaknesses?

## COMPETENCY

Competency is the group of skills a leader brings to the context to which they are called. It is made of things which can be learned or developed.

Competency refers to things such as: abilities, skills, qualifications, training, experience, talents and proficiencies.

Psalms 78:72b *"... and with skilful hands he led them."*

### Reflection questions:

1. Is the leader appropriately qualified for the role to which they are called?
2. Does the leader show a humble and teachable spirit with the willingness to be a life-long learner?
3. Is the leader able to identify their talents and skills while acknowledging areas lacking experience or training?
4. Is the leader able to gather team around them and not be threatened by their differing skills and abilities?

## APPENDIX 6 – Covenant of Care

This Covenant of Care is between pastor \_\_\_\_\_

and the people of \_\_\_\_\_ Baptist Church

As pastor and people of this church, we willingly enter into this Covenant of Care between pastor and people for the glory of God’s name, the well-being of Christ’s Church, and the mutual welfare of the pastor, his or her family, and of the congregation.

We accept that the nature of the pastor–congregation relationship is that of a mutual covenant, rather than an employment contract or power arrangement. It is a partnership for the advancement of the Kingdom of Christ.

We accept that we have **mutual responsibilities** of care and accountability, each to the other, for the common good. These include:

We acknowledge that the Church belongs not to pastor, nor to people, but to Christ. It is not “our” church but “His” church;

We accept that we each have a responsibility towards each other, in intention, attitude, behaviour, and word, to follow Christ’s fulfilment of the law, which is love (Romans 13:10);

We agree that in matters of conflict we will submit ourselves to the principles of Jesus as expressed in Matthew 18:15–20 and Matthew 5:23–26 and to the church’s Conflict Resolution Procedures;

We aim for our communications with each other to be honest, transparent and candid (2 Corinthians 4:1–2). We reject gossip, innuendo, suspicion, and manipulation;

We agree to ongoing, annual review of how this Covenant of Care is working out, in practice and reality, across the life of this congregation;

We accept the responsibility to pray for each other’s good

### **People to Pastor**

We accept our responsibility to provide appropriately for the physical and financial needs of the pastor and their family in order that they may follow God’s calling without undue concern for these matters;

We agree to respect appropriate boundaries of time, space and emotional demands, with regard to the pastor’s family and personal life;

If we have issues or concerns about the pastor or their family or their ministry, we will take them first directly to them, or use appropriate channels in the wider leadership to deal openly and honestly with our concerns;

We affirm that the pastor is called to lead this congregation, and equip its people for the work of mission and ministry.

### **Pastor to People**

I will seek to maintain myself in physical, emotional and spiritual health;

I acknowledge that my role is to lead and pastor this congregation, but I am not to lord over it (Mark 10:35–45; 1 Peter 5:2–3);

I agree to hold myself appropriately accountable, for my life and ministry, to my fellow leaders in the church and in the Baptist Association of NSW and ACT;

I accept that my position brings with it various kinds of power. I will use this power, under God, for the blessing, not the abuse, of this congregation.

### **Declaration of Intent**

By God's grace we will endeavour to live out these responsibilities in our daily lives.

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Pastor

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Congregational Representative

# APPENDIX 7 – Guidelines for Internal Applicants

When an associate pastor actively seeks the lead pastor position, there is a high chance of conflict and division within the congregation. There is less chance of such division if an associate pastor does *not* actively initiate application for the position, but is, in the course of the search process, selected as the right candidate for the position by the PST. It is true to say that the majority of churches that have considered internal candidates have not found the process simple and straightforward, largely due to emotional processes involved.

One of the key reasons why an internal candidate seeking the lead role is a difficult process, is that the objectivity of the selection process is clouded by pre-existing relationships (positive or negative), a sense of personal loyalty, feelings of responsibility towards and emotional connections with the associate and his or her family. This can divide opinions within leadership and congregation, preventing an objective assessment of the candidate's fitness for the role. The congregation is also fully aware not only of the strengths of the candidate but also the growth areas. This puts the internal candidate on an uneven playing field against other prospective applicants whose weaknesses are often not evident until after the pastor commences ministry.

As a consequence, the church leadership and PST need to carefully prepare for managing the search process when an associate pastor is considered a potential candidate.

**It is strongly recommended that if an internal candidate is to be considered, an external facilitator for the Pastoral Search Team ought to be appointed.**

## Recommended Processes

### **Internal Candidate Steps:**

An existing Associate Pastor should consider, if they put their name forward for the vacant Senior Pastor role, how they will feel in the event of not being successful and what they will do about their role in the church in the event of not being successful. The Associate should give careful consideration about the advisability of concluding in their existing role prior to, or shortly after, the call of the new lead pastor, should their candidacy not be successful.

### **Church Leadership & PST Steps:**

Prior to formally commencing any search process, the leadership, affirmed in a constitutional way by the congregation, should

1. decide whether an Associate will be appointed as the interim lead pastor prior to the appointment of a new lead pastor. If an Associate Pastor is appointed as interim lead pastor there are significant considerations:
  - a) the emotional and character capacity to relinquish the role upon the appointment of a new lead pastor;
  - b) the impact upon the objectivity and integrity of the search process if the interim pastor wishes to be considered for the permanent role;
2. arrange a meeting with the Associate or remaining pastoral team to discuss how they are feeling about the departure of the Senior Pastor, establish interim arrangements of leadership and ministry until a new lead pastor is appointed, and ascertain whether an Associate intends to put their name forward as a potential candidate;



3. determine how the existing pastoral team will be continuously informed of the progress of the pastoral search process until its conclusion. Additionally, determine how the existing pastoral team will be 'consulted' regarding the person finally selected to be presented to the church.
4. ensure that the appropriate community, church and pastoral profiles are in place before any consideration of internal (or external) candidates is undertaken.
5. arrange a transparent, clear and well communicated process, affirmed by the members in line with the Church's Constitution, for the appointment of a Pastoral Search Team and search process that takes in to account the application of the internal candidate. The PST should **not** include any member of the existing pastoral staff or any relative of the candidate. The leaders need to determine in what way the internal candidate will be considered according to one of two pathways explained below.

**Path One: Separate Consideration of an Internal Candidate:**

If this path is chosen, the name of the internal candidate will be dealt with exclusively as the "first" applicant. Other applicants will not be considered unless the internal applicant is unsuccessful.

- a) Inform the church of the application by the internal candidate;
- b) Remove from the Pastoral Search Team any relatives or close friends of the Internal Candidate;
- c) Interview the candidate by usual processes of the Pastoral Search Team, until a decision is reached to take that person's name to the church or not;
- d) Inform the church if the candidate is not successful and then gathering of names for application recommences.
- e) Ensure that this process is clear, accepted by the members and well communicated to the community.

**Path Two: Consideration of the Internal Candidate Along with Other Names**

If this path is chosen, the name of the internal candidate will be dealt with in the same way as other applicants, in line with the advice of the *Managing the Call Process*, to the point of successful appointment or exclusion from consideration.

- a) PST collects names of potential applicants, including the internal applicant;
- b) Remove from the PST any relatives or close friends of any of the applicants;
- c) Create a short list and continue with the process as otherwise described in this document. It must be noted that particular care, wisdom and awareness needs to be in mind as the internal applicant is on a list of names alongside others. It remains the recommendation of the Baptist Association that only one applicant should be interviewed at a time and either recommended to the members or not. Interviewing multiple applicants in this situation should particularly be avoided if external applicants are potentially used to simply prove that the internal applicant is appropriate in comparison. This could lack integrity and be unfair on external applicants.
- d) Ensure that this process is clear, accepted by the members and well communicated to the community.

**Ethical Considerations**

1. Any public or private "lobbying" by, or on behalf of, the Associate Pastor who is applying, regarding their candidature for the position, should disqualify them from consideration for the Senior Pastor position. The church leadership will consider what constitutes lobbying and inform the congregation of this.

2. A clear agreement should be negotiated with the Internal Candidate with regard to what the Church understands they will do in the event of their application being unsuccessful. It is recommended that this agreement will be in place within one week of them submitting their name to the PST, and this decision will be communicated to the church.
3. The person finally selected to the lead pastor's role, if not the internal candidate, will be
  - a) informed of the internal candidacy as early as possible in the interview process,
  - b) asked to meet with the unsuccessful internal candidate prior to any final decision by themselves or the PST.

# APPENDIX 8 – Sample interview questions

## General Principles

- Arrange chairs to make the setting as comfortable as possible; also provide glasses of water and mints or sweets for refreshment and energy.
- Develop an organised plan of how the group will ask the questions so that all essential topics are discussed in depth. It is kind to allow the early questions to emphasise the pastor's strengths and successes. After the group has built up some rapport then it is easier to deal with the more difficult questions.
- Be sensitive to the pastor and spouse. It is not easy to talk in depth to a group of relative strangers. Deal with the pastor with the same degree of gentleness that you would like for yourself in the same situation.
- Have the interviewers personally introduce themselves.
- Try to ask open ended questions that invite the greatest possible self-disclosure by the pastor
- Be aware of the tendency to make premature decisions based on the first few minutes of the interview.
- Give greater weight to the pastor's demonstrated abilities than to his/her ability to present well in the interview.
- When exploring particular areas (eg. dealing with conflict, change, leading a team, etc.) have the candidate give examples of how they have actually dealt with those matters, rather than posing scenarios.
- Observe how the candidate responds, both verbally and non-verbally, rather than only what they say.

## Possible Questions

### Background questions:

- Tell us about your childhood. What are some memories of your parents and peers that significantly shaped your attitudes towards God, work, the values which you hold today?
- When did you first feel God's call on your life? How and why did you decide to enter the ministry?
- Can you identify some of the people who had a significant influence on your life? What impact has each of them had on your thinking and methods of ministry?
- Describe the various ministries you have had to date. Talk about some of the successes you have experienced and some of the difficulties. What have you learnt from your mistakes?
- How have your faith and theology changed since you first entered the ministry?
- What do you believe is your area of ministry gifting? Tell us about a situation that you would consider a success in that area.

### Leadership style:

- How would you describe your style of leadership? Tell us about a time where you felt you succeeded or failed in leadership. Tell us about a time where you responded to a success in ministry leadership and a failure in your ministry leadership
- What do you believe is the healthiest relationship between a pastor, the church leadership, the congregation, and the denomination?
- How do you about handling conflict – either with a colleague or within the congregation? Please provide an example of this.

### Ministry practice:

- What is the process you go through when you prepare a sermon? What goals do you strive to achieve through your preaching?
- What emphasis do you place on pastoral counselling? Describe your training and experience in this area.
- What is your philosophy regarding hospital and home pastoral visits?
- With what style of worship are you most comfortable?
- How do you maintain your spiritual, emotional and physical health? How do you like to spend your free time?

- How do you allocate time to spend with your family?
- What approaches to a congregation's financial stewardship do you prefer? What methods do you use to appeal to people about their giving?

#### Contemporary Issues:

- What issues do you see as being the most important ones facing Christians, particularly Baptists, today?
- Are there any theological or social issues that are of particular importance to you?
- Naming one of the issues identified, tell us how you would have dealt with a similar issue in the past?
- What are your plans for personal and professional growth?

#### Community connection:

- What has been your involvement in community activities, such as charity or sporting groups?
- What has been your involvement in community ministries, such as scripture in schools?
- Describe how you have gone about evangelism and building an evangelistic congregation?
- How do you balance competing priorities (eg. Can you tell us about a time when you have had to manage competing church and community priorities? How did you determine a way forward?) Carp:
- How much do you like to be involved in denominational affairs?

#### Team ministry or the church leadership:

- If the pastor is going into a team ministry role, a question about how they have worked in a team environment and what challenges that brought up for them.

#### **POSSIBLE QUESTIONS TO ASK OF A PASTOR'S SPOUSE**

- In what ways would you like to be involved in ministry, if any? What are your gifts and how do you prefer to exercise your gifts? Bell: Q.
- What is your attitude to your partner's vocation?
- Tell us about your children. Do either of you have any particular needs that should be considered in relation to a possible call to this church?
- What are your concerns about a possible move?
- Are there any things about our church or community that would cause you apprehension if you were called to come here?
- What are the boundaries you prefer to safeguard your marriage?

# APPENDIX 9 – Overseas or interstate candidates

## Recommendations when considering a candidate from interstate or overseas:

1. Consult the Baptist Ministry Team for any information they may have about the person or the originating denomination/organisation
2. Check if a referee from the State/Country of origin is listed in the application documents
3. Contact State/Country of origin Union/Denomination for responses to questions below.
4. Establish the capacity of the calling church to demonstrate to the appropriate governmental authorities that the position could not be appropriately filled from within Australia, if the candidate comes from overseas. In the past, the Australian Department of Immigration required that churches wishing to sponsor the immigration of candidates from overseas have a supportive letter from the Baptist Association indicating that they
  - a) support this appointment,
  - b) the person is in good standing with the denominational structure, and that
  - c) the role cannot be filled from within Australia. Because of these requirements and changing regulations, ensure that you consult the Baptist Ministry Team. Please note that: the Baptist Ministry Team is not able to directly provide assistance in matters of visa applications, unless the person is going to be employed by the Association.

Religious worker visas have changed in recent times making it more difficult to bring in workers from overseas. Churches wishing to sponsor a person in this way need to create a labour agreement.

There are some links below regarding the current visa situation:

<https://www.visaaustralia.com.au/work-skilled-visas/religious-organisation-sponsor-minister-of-religion-labour-agreement/>

<https://www.homeaffairs.gov.au/trav/visa-1/428->

<https://www.homeaffairs.gov.au/trav/work/empl/labour-agreements/minister-of-religion>

5. For interstate applicants from Baptist Union/Association churches, please contact the Baptist Association to carry our due diligence checks with their interstate colleagues.

## Suggested questions to ask of the original accrediting or denominational body

1. Is the pastor accredited and ordained with the denomination in her/his State/Country of origin?
2. Is the pastor in good standing with the denomination and other colleagues?
3. Have there ever been complaints made against the pastor?
4. What general comments would you make about the ministry record of the pastor?
5. Overall, could you recommend this pastor as a minister? If so, at what level: team leader, solo pastor, team member?

# APPENDIX 10 – Sample Offer of Appointment

Dear *[applicant first name]*,

Following your recent discussions with the leadership of *[Name]* Baptist Church, and subsequent decisions by a full church meeting, I am pleased to write with to confirm the offer of appointment.

## OFFER OF APPOINTMENT

**Position:** *[Position Name]*

**Accountability:** *[Insert here the name of the appropriate person(s) or church body to which the role is accountable]*

**Role and Responsibilities:** *[A brief description and referral to a more detailed Role Description document that should be separately provided to the pastor ]*

**Terms of the call:** *[Full-time/part-time open-ended/timed call – note as appropriate]*

**Commencement Date:** *[proposed date of ministry commencement]*

### Stipend, Allowances and Other Payments:

#### (a) Stipend

- Your stipend payment will be in line with the Ministerial Stipends recommended by the Assembly Council of the Baptist Union of NSW & ACT, adjusted annually in accordance with the recommended increase  
In recognition of your qualifications and experience we would set your commencing stipend at the *[description and years of accreditation]* level of Recommended Stipend.
- 50% of your Stipend will be taxable (subject to PAYG tax deductions) and 50% as an Exempt Benefit.

#### (b) Housing Arrangements (delete either the Manse or Housing Allowance option)

##### Manse

- The church manse sited at *[address of manse]* will be made available for occupancy by you and your family.
- The church will pay the standing council and utility rates for the manse (ie that costs that the church would pay if the manse were unoccupied), and you will pay all additional utility costs arising from your occupancy of the manse.

##### Housing Allowance

- The church will provide you with a Housing Allowance of *[\$\_\_\_\_\_]* per week, to enable you to obtain accommodation in the local property market. The church is satisfied that this amount will cover 100% of the cost of *suitable rental accommodation* in the local rental market.
- If you wish to rent a house of greater value, at any time, the extra amount can be taken from the Exempt Benefit portion of your stipend.
- The Housing Allowance will be paid as 100% Tax Exempt Benefit.
- In the event of your separation from the church for any reason, the Housing Allowance will continue to be paid for a period of up to 2 months, or for a period as agreed by mutual negotiation.

**(c) Car Allowance**

- A Motor Vehicle Allowance will be paid as per the guidelines issued by the Finance Board of the Baptist Union of NSW
- The Motor Vehicle Allowance will be paid as 50% taxable (subject to PAYG tax deductions) and 50% as an Exempt Benefit.

**(d) Professional Development.**

- This Church encourages your professional development. An allowance of six days annually may be made to enable you to attend the Pastor's Annual Conference, Renewal Retreat Group or other conference of your choice, and/or have Professional Development leave.
- Any additional Professional Development leave and days in lieu are to be negotiated with the Diaconate.

**(e) Superannuation:**

- The church will contribute to a superannuation fund an amount equal to 11% of your Stipend plus housing allowance. This will be reviewed if recommended by the Assembly Council of the Baptist Union of NSW & ACT

**(f) Long Service Leave:**

- Long Service Leave accrues on the basis agreed by the Finance Board of the Baptist Union of NSW & ACT.
- This Church will make quarterly contributions on your behalf to a Long Service Leave fund held by the Baptist Union of NSW, in the amount of 1.7% of the sum of your annual Stipend, Housing Allowance, Motor Vehicle Allowance plus Superannuation contributions.

**(g) Telephone and Internet Expenses:**

- To facilitate your ministry, the church will cover the costs of *[delete the options that are not applicable]*:
  - All land-line calls made on from the church premises.
  - *[All or Local]* land-line calls made on from your place of residence.
  - Mobile phone rental to a maximum of *[\$\_\_\_\_\_]* per month.
  - Mobile phone calls up to a maximum of *[\$\_\_\_\_\_]* per month.
  - Home office internet access to a maximum of *[\$\_\_\_\_\_]* per month

**(h) Expenses incurred in the course of ministry:**

- Reimbursement will be made available for out-of-pocket expenses incurred in the course of ministry.

**(i) Packing and removal expenses:**

- This church will *[organise and]* pay for your packing and removal expenses necessary to relocate you and your family to this church].

**(j) Continuing Accreditation Expenses**

- The church will meet the annual administration fee for the Union's Continuing Accreditation Programme, unless you wish to claim this as part of tax deduction.

**(k) Leave to attend Baptist Association Activities.**

- Time taken to travel to and attend the Baptist Association Annual Convention, Annual General Meeting and Quarterly Assemblies, will be considered as part of the regular work of the pastor
- Should the pastor, with the approval of the church leadership, agree to serve on a denominational committee or board, the church agrees to support this as part of regular pastoral workload.

**Entitlements:**

**(a) Annual Leave:**

- Four weeks per annum - An Annual Leave loading of 17.5% will be paid on each occasion that you take annual leave.

**(b) Sick Leave and Special Leave:**

- Sick Leave - 10 days per annum.
- Special Leave - as negotiated with the Diaconate.

**Reviews:**

- This church will conduct an annual ministry review with you, in order to provide feedback and to assist in ministry and personal development. In line with the BA guidelines for pastoral reviews, this review may be externally moderated, and will include a review of the Covenant of Care arrangements.
- The reviews will consist of two parts: (i) an evaluation of ministry against the agreed Role Description and any annual goals established in conjunction with the church leadership (ii) a pastoral review of mutually agreed upon dimensions of ministry, consistent with the Pastoral Review Guidelines provided by Baptist Ministry Team.
- Following each review process the Role Description will be revisited, updated, and again mutually agreed, and strategies for appropriate ministry development put into place

**Termination:**

- Either you or the Church may terminate this engagement by providing three months’ notice in writing, or by documented mutual agreement.

**Variation to terms and conditions**

- From time to time it may also be necessary to change the conditions of your appointment as a result of the changing ministry dynamics of this Church.
- No variation shall be effective unless agreed in writing by you and the diaconate of this church.

The church hopes that you will accept this Offer of Appointment as *[position title]* of *[church name]*. Would you please confirm of your acceptance of this engagement, by signing the enclosed letter and returning it to me for our records. A copy is also enclosed for your personal records.

Yours sincerely

**Acceptance**

Signed: .....

Name: .....

Date: .....