BCYD BRITISH COLUMBIA AND YUKON DISTRICT
PAOC THE PENTECOSTAL ASSEMBLIES OF CANADA

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District Superintendent, Rev. Ken Russell M.A.

Dear Pastoral Search Committee:

Enclosed please find a copy of the Pastoral Transitions Manual for the BC/Yukon District of The Pentecostal Assemblies of Canada.

We would encourage you, as a committee to read the manual thoroughly and implement the suggestions as outlined. It would also be appreciated if you could submit a Church Profile as illustrated in Appendix H, and the Pastor Profile described in Section 6.5. Please return this material to our office as soon as possible. This will assist us in selecting resumes to send to you.

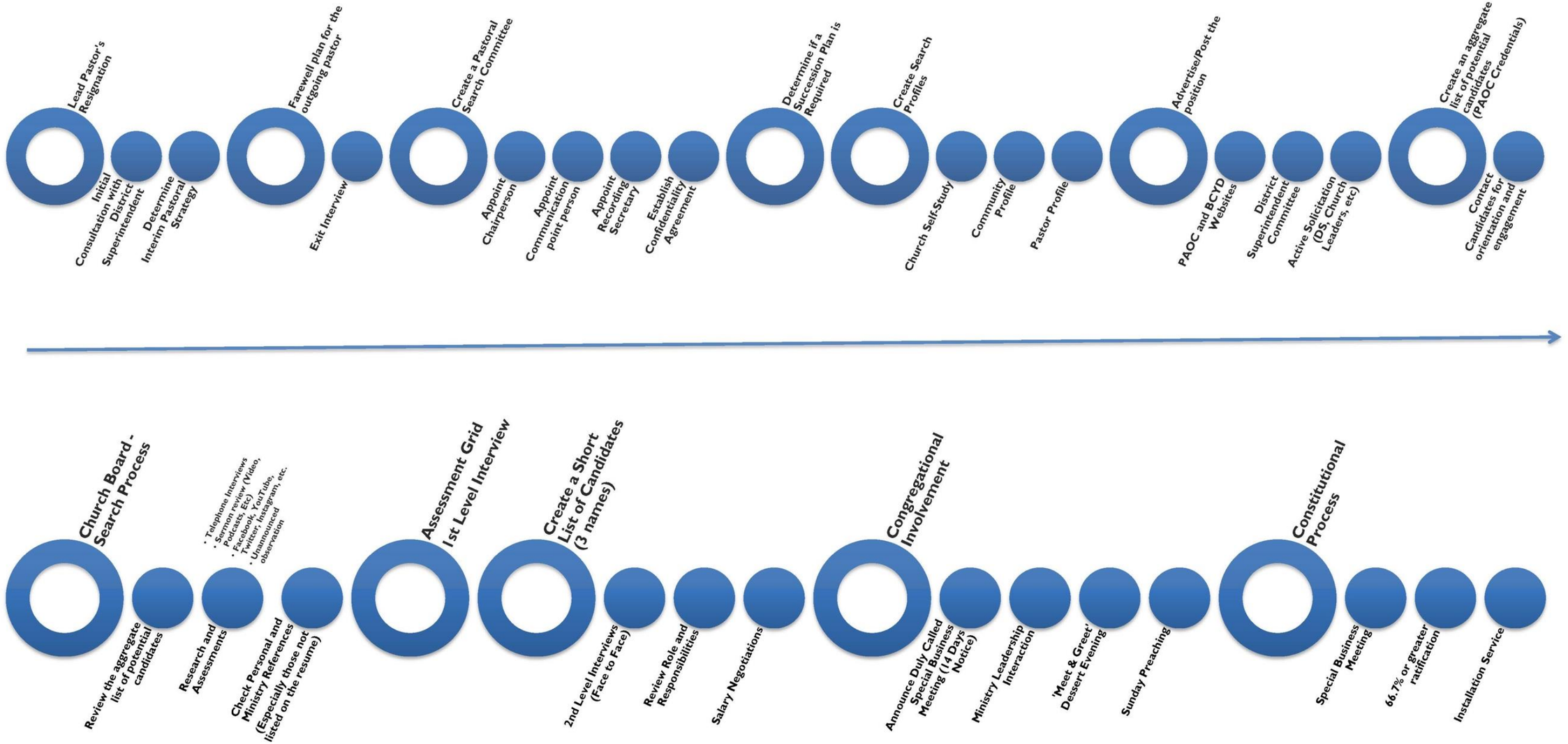
Our prayers are with you.

In His service,

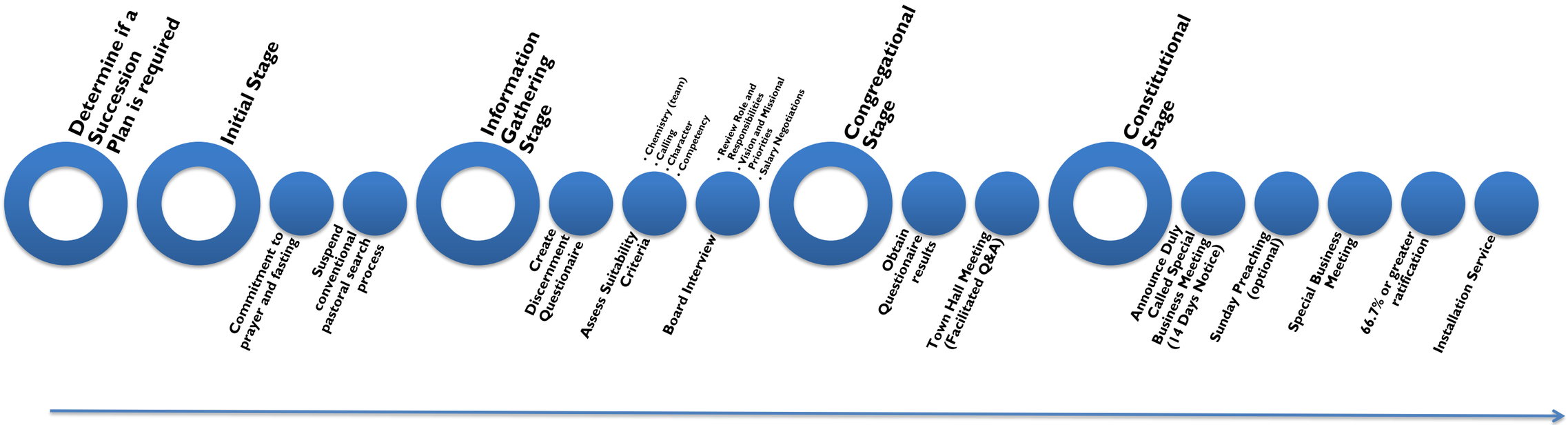
Kenneth A. Russell
District Superintendent

Enclosure

Pastoral Transition – Timeline



Pastoral Transition – Timeline (Part II)



BCYD
BRITISH COLUMBIA AND YUKON DISTRICT

PAOC
THE PENTECOSTAL ASSEMBLIES OF CANADA

PASTORAL TRANSITION MANUAL

A PRACTICAL GUIDE FOR PASTORAL SEARCH COMMITTEES

Updated Sept, 2021

20411 Douglas Crescent, Langley, BC V3A 4B6
p: 604-533-2232 | f: 604-533-5405 | www.bc.paoc.org

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1.0 STATEMENT OF PURPOSE

The purpose of this manual is to offer some suggestions which may clarify the committee's task and give some practical tools to aid in the process of pastoral selection. Listed below are some of the main objectives for which the manual was created.

Each assembly is unique. Each body of believers has strengths and weaknesses which are different from other churches. The Pastoral Search Committee does well to pause and look carefully at their church to see where attention needs to be given and where its strengths lie. Before any church calls a new pastor to lead them, they need to prayerfully examine themselves as an assembly to see what leadership strengths and abilities are needed for their church at this time. This manual will provide suggestions as to the various aspects of the ministry of the church that needs to be examined. Keep in mind that there is no such thing as the "perfect form"; simply use what is helpful to you at the time.

It is the goal of every Pastoral Search Committee to initiate a harmonious enriching relationship between the congregation and the new pastor. This relationship is greatly enhanced with proper communication of mutual expectations at the very beginning of the association. Clear communication between the pastoral candidate and the assembly is addressed throughout this manual with some practical tools to assist in various ways.

A carefully articulated and recorded "working understanding" will lead toward a fruitful long-term working relationship for years to come. A shift away from a low relational commitment between a pastor and the church, to a high relational commitment, is urgently needed in the North American church scene today (eg: dating mentality versus marriage mentality). Jesus' message rings true today when He said that it is our love for each other which will be the proof of our being His (effective) disciples. If this is a conscious and specific goal of the Pastoral Search Committee and candidate, the foundation will have been soundly laid for a good ministry together.

Consideration must be given for the District Officers who put in many long hours in meetings and travel. It is helpful for the local church and District Officials to bring as much consistency as possible to the transition process in the fellowship. If this is done, the resulting uniformity will enhance the effectiveness of the process.

Finally, the purpose of the manual is to help bring about "focused prayer". Much prayer is needed to prepare the hearts of all involved. This manual addresses this need throughout the process.

2.0 INTRODUCTION

2.1 A Spiritual Endeavour

At a congregational meeting, church members were called to vote right after the pastor finished preaching "A Call"; a person spoke up and asked, "Can we not just leave this up to the Lord?" This sentiment, in varying degrees, is shared by many who are a part of the Church and God's work. We know that the Lord is the "Chief Shepherd", we also know that we are to "occupy" and labour until He returns. The question arises as to, what we are to do, and what He is to do in the ministry of the Church.

In Acts 15, the fledgling Christian Church was facing a doctrinal crisis. The leaders of the church assembled and listened carefully to the testimony of those holding various views. In the end, this body of believers issued a statement which said, "It seemed good unto the Holy Ghost and to us..." (Acts 15:28). As they waited on God, He guided them to the proper consensus.

This reinforces what we experience today in the work of our God. We present ourselves to God and submit to Him, seeking the direction of the Holy Spirit. We believe that if the Holy Spirit is leading us, then He will have little difficulty in bringing His will to fruition. Where we err is when we rush off without listening and submitting to the Holy Spirit, go and do the work, and **then** ask God to bless it. As we press toward this important task of selecting a candidate to present to Christ's Church for confirmation, let us seek His direction. Not only do we seek God to bless our decision, but we also seek God to effect the right process and decision.

The task of calling a new pastor is often arduous. We need to be patient with the process and be prepared to listen carefully to all the input and concerns from other members of the committee. Pray much for each other and let no meeting begin or end without prayer. The committee which has a commitment to each other and spends much time in prayer, will be a committee that will not only be successful but will also enjoy a wholesome and spiritually strengthening experience.

The following manual contains many suggestions, samples and templates that you can print to assist with the task at hand. Planning is important in every event in the church, crusade, missionary convention, etc. We must prepare well in order to be successful. The most important element of any work in God's kingdom is the leading of the Holy Spirit, to rely on forms and guidelines alone is pure deception. These tools will be helpful to the Pastoral Search Committee which has a deep commitment to being led by God through the process, and not rely on human resources and abilities alone. We are "workers together with God", let us do our part with due diligence.

2.2 Purpose of this Manual

Most people who serve on Pastoral Search Committees have either, never served on one before; or if they have, were likely never given the opportunity to have instruction on how to best approach their task. Those who have been selected by their assemblies to serve in this capacity are those who may have natural discernment and communication abilities, but often experience frustrations from a lack of procedural information and tools to properly do the job.

The purpose of this manual is to give some guidance in the process with the help of some practical tools. Included in the manual are sample forms, letters, and agendas which can be copied and used, or modified to develop customized forms specific to your assembly.

Some sections in this manual will outline the benefits of performing each exercise. Main reasons for the suggested methods are as follows.

2.2.1 Pastor Experience

This manual is the accumulation of many Pastoral Search Committee's efforts to fulfill their mandate in the best way possible. Procedures that have been successful for many years, have been compiled for the benefit of us all. It is the purpose of this manual to be an effective and efficient tool for Pastoral Search Committees. If your committee has any helpful suggestions or ideas, please submit them to the District Office.

2.2.2 Good Relationships

It is the goal of every Pastoral Search Committee to call the pastor which God desires. Secondly, each committee wants to make the church-pastor relationship workable for many years to come.

The intention of this manual is to address some of the areas of church-pastor relationships which are best examined at the beginning of the association; thereby, reducing the occurrence of misunderstandings which has often resulted in the early termination of what could have been an otherwise good ministry relationship.

2.3 Source Materials

The following are recommended books to help understand with the pastoral search process.

- **The Alban Guide to Managing the Pastoral Search Process**
  By John Vonhof
  Published by Alban Institute, 1999
  ISBN 1566992133, 9781566992138

- **Choosing a New Pastor: The Complete Handbook**
  By Henry A. Virkler
  Published by Oliver Nelson, 1992
  ISBN 0840791291, 9780840791290

- **Finding a Pastor: The Search Committee Handbook**
  By Theodore A. McConnell
  Published by Winston Press, 1986
  ISBN 0866834931, 9780866834933

- **In Search of a Leader: The Complete Search Committee Guidebook**
  By Robert W. Dingman
  Publisher: Lakeside Books, 1994
  ISBN-13: 9780964131705, 0964131706

- **Creative Preaching: Finding the Words**
  By Elizabeth Rice Achtemeier
  Published by Abingdon, 1980
  ISBN 0687098319, 9780687098316

- **Charting the Course: The Pastoral Search Process**
  By Robert L. Withers
  Published by Robert L. Withers, 2007
  ISBN 9781430321781

- **The Power of All Prayer**
  By D. James Kennedy
  Published by Corel Ridge Ministries
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3.0 SAYING GOOD-BYE TO THE OUT-GOING LEADER

Perhaps there is no relationship outside of the immediate family in which one becomes so involved at a personal level, as the relationship of a pastor and his congregation. The pastor has led many to faith in Jesus Christ, counselled people in difficult times, visited them when they were sick, married them, dedicated their children, and buried their loved ones.

There is a trauma in the church when the under-shepherd says, "I am leaving". Church members, personal friends, ministerial colleagues, and especially young persons (who grew from children to adults while this pastor was there), all suffer loss. Grieving is seen to be a natural and normal process of resigning for both the pastor and people. It may be even more difficult for the pastor's spouse and children.

Other Reactions to the Resignation:

Anxiety, Fear, Panic:	This comes from the thought that the church may be without direction.
Guilt and Self-Doubt:	Guilt can be felt over criticism one may have made against the pastor that may be causing the pastor to move. Persons can experience self-doubt in the same way that a child may feel partly to blame for the death of a parent.
Anger:	This may occur especially if the pastor leaves under negative circumstances. Anger is often turned on persons who are perceived as the "ones who made pastor leave"; hence, leaving deep scars.
Understanding and Self-confidence:	It appears that mature people, though sorry to lose a minister, may see it as the pastor's "graduation" to a new and perhaps greater opportunity.

All of these are natural reactions. What is important, is for the leaders and congregation to be aware, express, and deal with the emotional process which many go through before the church is ready to embrace a new pastoral relationship.

3.1 Some Hints to Help Bring Closure

- Have a banquet where humorous skits and eulogies can be presented.
- Encourage individuals and/or families to submit notes or letters of appreciation to be presented to the pastor and family.
- If there has been difficulty in the assembly leading up to the resignation of the pastor, consider having an interim pastor for a few months to prepare the way for a healthy church-pastor relationship.
- Many suggest that in any situation, a minimum of three months is needed between the last Sunday of the exiting pastor and first Sunday of the new pastor. This allows time for the congregation to emotionally transition from the last pastor and begin afresh with a new pastor.

3.2 Conducting an Exit Interview

An exit interview is an informal dialogue between the local church board and their departing pastoral leader. These interviews are generally conducted in a neutral setting with the purpose of gathering vital information about the former leader's experience in the church. Exiting pastors are encouraged to be candid, as opposed to worrying about burning any relational bridges. Exit interviews are conducted using the format outlined in Appendix A. The primary purpose of exit interviews is to gather honest feedback about the vision, mission and current health of the church. While exit interviews can be very useful for both the outgoing leader and the church board, they are not mandatory and would only occur if both parties are willing. In the event of an unpleasant or problematical resignation, the District Superintendent may be invited to conduct the exit interview.

4.0 PASTORAL SEARCH COMMITTEE

4.1 Structure

4.1.1 District Involvement

The District Superintendent needs to be contacted immediately upon the resignation of the lead pastor of the assembly; this initiates contact, communication and a good working relationship with the District. It is recognized that each church "set in order" in the Pentecostal Assemblies of Canada is autonomous; however, the credential holders within the fellowship are under the direct supervision of the various Districts. The Superintendent is in a key position to know particulars about various candidates which could be helpful. Churches designated as "Developing Assembles" and churches for whom the District is a loan guarantor, are required to maintain a close working relationship.

The Superintendent is responsible for the spiritual leadership of the church between pastors. It is the responsibility of the Superintendent and/or appointed representative to supply vacant pulpits during the transition period.

Procedures in securing a new pastor (outlined in Appendix B), will be explained by the District Superintendent at the first meeting with the church board. In this initial meeting, the following items will be discussed:

- Examination of the church's constitution for any stipulations or guidelines unique to that assembly affecting the search and call of a pastor. The PAOC Recommended Local Church Constitutions and By-Laws are provided in Appendix AB.
- The church board will then appoint the Pastoral Search Committee and its chairperson and communication point person.
- After establishing the next date and time of meeting, a time of prayer and waiting on God will truly begin the process.

4.1.2 The Chairperson

Duties of the chairperson will be explained further in the following pages. The District Superintendent or his duly appointed representative is understood to be an "ex-officio" member and co-chairman of the Pastoral Search Committee.

4.1.3 Size/Composition

Quite often a church will miss the importance of this transition time by rushing prematurely to get a list of candidates to "get the job done". The first order of business is the selection of the Pastoral Search Committee. If this is done hastily, it could create some difficulties. Dingman[1] comments:

"When the search committee is formed, half the damage is already done. Too often the leadership of an organization responds too quickly to the news of a need for a new leader.

The three most common mistakes in selecting a Pastoral Search Committee are:

- *Too large of a committee.*
- *Inadequate representation of ministries in the church.*
- *Choosing the wrong people for the position.*

The model committee will be made up of five, six, or perhaps seven people. In most situations, five representative persons will constitute an effective committee. To represent the church and its needs, the committee requires individuals who are seasoned, steady, and regular members. These are people who are capable of ascertaining the overall condition and needs of the church rather than just representing a special interest."

Disadvantages of having the church board become the Search Committee:

- With the added pastoral responsibilities, it would create a monumental task if these members are asked to do both.
- Most boards tend to support and maintain past policies and can inhibit new directions and emphasis.
- "Blind spots" in the church's ministry can better be spotted by "fresh eyes" of a different committee.

Advantages of having the church board become the Search Committee:

- This elected body is already deemed capable by the congregation in matters of spiritual guidance and oversight.
- The committee is not in danger of "overstepping its bounds" in negotiations.
- The process is somewhat accelerated by being a "one decision making body", dealing with these actions.

The Search Committee may be comprised of the official church board and a couple of members of the congregation at large whose gifts and skills would benefit the functioning of the committee. A mixture of male and female on the committee is a valuable asset to the Pastoral Search Committee.

Where the church board is too large, a number of its members can serve on the Search Committee with other appointees. When this approach is used, most often the official

[1] Robert W. Dingman - "In Search of a Leader: The Complete Search Committee Guidebook" page 39

church board will empower the Search Committee with full powers of negotiation on the behalf of the church.

The quality of the Search Committee members will most likely determine the crucial issue of subsequent performance; the length and quality of a person's church involvement is of vital importance. In particular, Search Committees need members who understand and know well the beliefs, structure, and practices of their church. Those who are relatively new to a church or denomination are not the best candidates because they have not yet gained the needed insights.

Qualities and Abilities Your Committee Members Need:

Availability:	If the members of this committee, no matter how gifted, do not have the time to devote to this important task, they need to be passed over.
Positive Attitude:	This is a spiritual exercise; you need people who live in confident faith. A person who always emphasizes the negative can frustrate the spirit of the committee.
Discernment:	Those who can see past some of the initial issues and concerns, and bring deeper insight into the search and assessment process.
Confidentiality:	This is of the utmost concern when selecting the committee. A person with a solid reputation of confidentiality is crucial.
Strength:	You need strong people who are willing to grapple with some of the uncomfortable issues that surface and yet not dominate the process or intimidate others from being full participants in discussions.

4.1.4 Confidentiality

This is a matter of vital concern for your committee to discuss. Much damage can occur when members of the Search Committee divulge information that ought never be revealed or disclose information prematurely. The integrity of the whole committee can be compromised by one member's lapse in this matter.

Keep in mind that not only is your committee dealing with the ministry of your local church, but you are also dealing with the lives of pastors, their families and the ministries they are presently in.

Of the number of candidates you will contact, only one will be your new pastor. Do not leave the other candidates any hardships as a result of your contact with them. Treat the matter of confidentiality with great care.

If information "leaks" out that you are thinking of pastor "X" and is heard by their church, there can be great hurt and perhaps be instrumental to a premature termination of that ministry. Confidentiality does not mean that you should avoid regular reports to the congregation. You need to be clear about what information can be shared and what cannot. Names and specifics may not be shared, but the committee's progress may be shared.

4.1.5 Design of Operation

4.1.5.1 Individual and Subcommittee Responsibilities

It is vital to thoroughly discuss and record who will be responsible for various tasks. The following are some areas where decisions need to be made.

Duties of the Chairperson

Listed below are only suggestions of items that need consideration. It is not suggested that the chairperson be expected to perform all of these duties.

- Arrange all meetings (date, time and place), and notify all members.
- Be the contact person between the committee and the appointed District representative.
- Be the contact person for all candidates.
- Be the contact person for all references submitted by the candidates.
- Provide reports to the congregation on the progress of the committee.
- Host candidates when they arrive for an interview or to preach "A Call".
- Oversee/arrange for any socials/banquets for a "meet the pastor night".
- Oversee/arrange the farewell gatherings of the outgoing pastor.
- Be aware of any constitutional guidelines adopted by the assembly giving direction on the transition/voting process (see Appendix AB for the PAOC Recommended Local Church Constitution and By-Laws).
- Be aware of all compensation set by official church board (if the board is not the search committee).
- Be the continued contact person for the new pastor coming in.

Duties of the Secretary

- Keep all minutes of meetings.
- Receive and send all correspondences.
- Be the contact person for all candidates.
- Be the contact person for all references.
- Oversee the Church Analysis.
- Compile the Church Profile material.
- Distribute copies of all items of information to the Search Committee members (this enables them to acquaint themselves with it before the meeting in which it is to be discussed).
- Receive expense items from the committee and candidates and ensure reimbursement.

It is recommended that these responsibilities listed above, be delegated among the members with the understanding of how the task is to be done and when it needs to be completed.

Sub-committees can be created in order to handle certain tasks. Sometimes larger tasks are better dealt with by a group than by an individual; compiling church statistics is one example.

4.1.5.2 Record Keeping and Reports

Start a new file folder for each candidate with a "Process Summary Sheet" attached to the inside front cover (see Appendix N). When the various items are received or acknowledgment has been made, it is to be noted on this document. By following this procedure, the status of each candidate can be easily determined.

4.1.6 Communication with the Congregation

The committee can keep the congregation informed by various means; a notice in the bulletin, church newsletter, or verbally during a Sunday service. Some committees will have a letter in the mail on the Friday before the pastor gives his official resignation. The mail-out will answer a lot of questions and allay fears of those who may not have been in the Sunday service when the news was announced. In this letter, a schedule of meetings and a flow-chart of the process will be a good start to keeping the church informed.

4.2 Role and Purpose of the Pastoral Search Committee

4.2.1 The Charge to the Committee

McConnell[2] comments: *"A rather frequent obstacle is the too busy or absent member with whom serious misunderstandings arise because that person has not been involved in crucial deliberations."*

This raises the necessity for the Search Committee members to take the task entrusted to them seriously.

Here, personal agendas must be left behind and every effort must be made to have a unified body being guided by the Holy Spirit during the search process. A divided committee will be a major impediment in completing the search successfully.

4.2.2 Mission Statement

A brief Mission Statement should be drafted to clarify the reason for the committee's existence and give a mandate for action. See the Statement of Purpose (found on page 1) for a starting point.

[2] Theodore A. McConnell – "Finding a Pastor: The Search Committee Handbook" page 23

4.2.3 Constitutional Requirements

The local church constitution should be examined to see if there are some items which will affect the way in which a search is conducted. A typical example would be that some churches may have a stipulation that the vote held for a new pastor should not be held on the same day which the call was preached. To not know this, could result in some scheduling frustration and embarrassment. The PAOC Recommended Local Church Constitution and By-Laws is provided in Appendix AB.

4.2.4 Traditions

Be aware of some of the unwritten traditions of the assembly. Some churches will set time aside to do something special for its outgoing or incoming pastors. Contact with some long-term members of the congregation may be helpful.

4.2.5 Congregational Needs During Transition

Information of the process being used and periodic progress reports of the Search Committee, will need to be communicated to the congregation.

Secondly, considerable effort is needed to soothe the fear that some may feel that without a pastor, the church will fall apart while taking a number of weeks to complete a proper self-assessment and study.

Effort is also needed to focus on the spiritual life of the church, especially during worship times. This is an opportunity to bring in some special speakers and music. This need should not be a negative period in the life of the church but rather a real time of healthy introspection and growth.

There are pros and cons to having an "Interim Pastor" during this process. 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, short term administration, and supervision for other church staff. Dr. Virkler[3] in his book "Choosing a New Pastor", has some good reasons for considering this route.

4.2.6 Focused Prayer

"Pastoral transition offers a time for genuine spiritual renewal through the congregation. It would be of great benefit to call the whole church to a time of prayer that focuses on the process of change. Perhaps a meeting once a week, or every other week could be arranged.

Leadership should seek to focus the prayer time on such things as:

- *Seeking God's direction at each stage of the search process.*
- *Meeting the various congregational needs.*
- *Prayer for encouragement during this present and future adjustments.*

[3] Henry A. Virkler – "Choosing a New Pastors: The Complete Handbook" pages 74-75

The benefits of such a prayer time are many, however, one such benefit is to focus the attention of the church upon God and His leading throughout the process." (Kennedy[4])

To summarize the responsibilities, roles and duties of the Pastoral Search Committee as outlined in this section, it is recommended that a Terms of Reference shall also be provided to the committee. The Terms of Reference will provide the committee a quick reference to refer to. A sample is provided in Appendix C.

[4] D. James Kennedy – "The Power of All Prayer"

5.0 DETERMINE IF A SUCCESSION PLAN IS REQUIRED

When the existing associate pastor expresses an interest in applying for the lead pastor's position or the board would like to consider an associate pastor as a candidate, a new set of dynamics will emerge during this transition period, which will require careful consideration.

5.1 Initial Stage

When considering the current associate pastor as a possible candidate for the lead pastor position, the church board shall decide whether to:

a. Suspend the conventional search process, and engage a process of discernment, which determines the will of God regarding the succession of only one candidate, the associate pastor; or

b. Invite the current associate pastor to submit their resume for the position of lead pastor and be considered as one candidate among many who may be assessed.

The church board shall call for congregational prayer, accompanied by times of corporate and individual fasting with the focus of discerning God's will in selecting the future lead pastor.

5.2 District Involvement

The District Superintendent shall be available to advise the church board when it is considering a succession plan; this initiates contact and a good working relationship with the District. The Superintendent is responsible for the spiritual leadership of the church during pastoral transitions.

At the first meeting of the church board and District Superintendent, the procedures for a successful succession plan (from associate pastor to lead pastor), will be reviewed (as outlined in Appendix D). At this initial meeting, the following items will be covered.

- Examination of the church constitution and policy manual, relating to the pastoral search process.
- The church board shall establish a Discernment Team and appoint its chairperson.
- Initiating congregational prayer and involvement.

5.3 Establishing a Discernment Team and Chairperson

The District Superintendent or his duly appointed representative is understood to be an "ex-officio" member and co-chairman of the Discernment Team.

The criteria in establishing a Discernment Team and Chairperson are similar to establishing a Search Committee as outlined in Section 4.0.

5.4 Information Gathering

A discernment questionnaire (sample provided in Appendix E), should be provided to the congregation for their feedback. The questionnaire will help the Discernment Team understand the congregation's perspective of the current Associate Pastor's:

- Suitability for the church's needs.
- Personal character.
- Core competency (including skills, abilities and spiritual giftedness).
- Ministry calling.
- Team chemistry (compatibility with the current leadership – laity and clergy).

The Discernment Team shall invite the congregation to complete the questionnaire and have them return it on the following Sunday.

5.5 Interview of the Associate Pastor

If, after receiving positive feedback from the congregation, the Discernment Team shall arrange for an interview with the Associate Pastor.

The Discernment Team shall ask the associate pastor to submit an updated Vision and Mission statement before the interview.

5.5.1 The Setting of the Interview

The setting of the interview between the Discernment Team and the associate pastor shall be either formal or informal.

5.5.2 Every Member Involvement

Some of your Discernment Team members will be less verbal than others, so make every effort to accommodate each member's strengths, and yet have every member involved as much as possible.

5.5.3 Questions to Ask the Candidates

Avoid having one designated person ask all the questions. Each member should be assigned a topic in which they may ask all the questions; others from the committee may feel free to ask supplemental questions in any area.

In Appendices V, W and X are three separate lists of sample questions that can help outline your questions to ask the current associate pastor.

5.6 Negotiations

Refer to Section 10.0 for information on various negotiation topics.

5.7 Confidentiality

This is a matter of vital concern for your committee to discuss. Gossip and hearsay may cause damage to the church when members of the Discernment Team divulge information that should not be revealed or prematurely disclosed to the congregation. The integrity of the whole Discernment Team can be compromised by one member's lapse in this matter.

5.8 Congregational Meeting

An informal congregational town hall meeting (eg: a dessert night) should be planned to give an opportunity for the Discernment Team to provide an update on the process and to answer any questions and/or concerns. It is optional for the current associate pastor to preach for "The Call". A sample agenda for the meeting is provided in Appendix F.

5.9 When to Take the Vote

A duly called business meeting should be arranged in accordance with the congregation's constitutional requirements for a duly called business meeting for the purpose of electing a pastor. The PAOC Recommended Local Church Constitution requires a two week advanced notice of a congregational meeting. It may be decided by the Discernment Team to vote the same evening on which the town hall meeting was held. The benefits in voting the same day are as follows:

1. People have been encouraged to pray through this whole process and are now prepared spiritually to vote.
2. It takes the pressure off the congregation by voting the same day.
3. It gives less opportunity for human interference of "politicking", for or against. It is wise to leave such things in the hands of the Spirit as He moves in the hearts of His people.

5.10 Appointment and Extending of the Call

The election and appointment of a lead pastor is subject to the PAOC Local Church Constitution which requires a minimum two-thirds majority of the ballots cast by the official voting members of the assembly.

5.11 Acceptance of the Call

If the associate pastor has been selected and accepted the call as the new lead pastor, it is to be agreed on how and when the team will make the announcement. Any salary negotiations should be finalized before the announcement.

5.12 Installation Service

The installation service of the new lead pastor is a significant event in the life and ministry of both your church and pastor. The installation service can be an important opportunity to publicly affirm and clearly identify that the associate pastor has been selected by the church's members as their new lead pastor. This will also provide an opportunity for the congregation and new lead pastor to make new commitments to each other.

6.0 CHURCH

6.1 Congregational Self-Study

Virkler[5] states in his book, *"There are several reasons why most congregational churches....don't do a self-study in preparation for calling a pastor. First, some churches have never heard of one; second, if they've heard of such a thing they don't see the value of conducting one; and third, they're in a mild panic that if they don't get a new pastor quickly, people will quit coming, tithes and offerings will decrease dramatically, and probably the church will go into receivership."*

A committee can not truly know what they are looking for in a new leader until they pause and have a careful and prayerful look at the church.

Too often the leaders of churches are so busy keeping the mechanics of the ministry going, that the assessment of the overall ministry of the church in relation to its mandate from Christ, is quite limited. This time of introspection is usually overdue.

6.1.1 Reasons for a Self-Study

Virkler[6] provides the following explanation on performing a self-study:

- *"It includes the whole congregation in the process and thus increases ownership of the new pastor/ministry.*
- *It is easier to assess the compatibility of candidates to your church and community.*
- *What kind of pastor will challenge us to grow?*
- *Do we have programs at present that need to be redirected?*
- *The self-study will motivate people to a greater degree to become involved in the ministry of the church.*
- *Each member of the committee may have preconceived ideas of what the church needs and assume that the other members of the committee share the same. Misunderstandings arise when this misconception erupts later on when the candidates are being considered."*

The self-study should include:

- Current needs of the church.
- Anticipated needs in the next five to ten years.
- Situations not being adequately addressed right now.
- Vision for various ministries.

[5] Henry A. Virkler – "Choosing a New Pastors: The Complete Handbook" page 31
[6] Henry A. Virkler – "Choosing a New Pastors: The Complete Handbook" page 64

6.1.2 History of the Assembly

The history of the assembly is very important for self-understanding. Here the Search Committee can appoint some of its members to compile this history. The aid of non-committee members of the congregation can be very helpful in gathering information.

a) **Factual History: people, dates, events**
If the church does not have a history pamphlet, it is a good idea to write one. It gives new church members an insight to the assembly and its traditions. This history of when the church began and past leaders, can also be quite helpful to your pastoral candidates.

b) **Ministry History: various emphasis of ministry**
Whereas the general factual history is covered in the item mentioned above, you may also want to include a segment of the ministry history of your church. For example you might want to point out that in recent years the church has found themselves ministering more and more to young couples and less to Sunday School ministry. This gives a succinct overview of what the church has done in ministry over the years.

6.2 Ministry Analysis

A ministry analysis needs to start immediately and need not be overwhelming. It is suggested that a team created by the Search Committee, is comprised of one or two of its members, and other people from the congregation.

6.2.1 Programs Active in the Church

Each area of ministry that is officially under the auspices of the church, can be listed with a brief description if they are not self-explanatory.

6.2.1.1 Attendance

If attendance statistics are not available, ask a number of people who are involved in the area of ministry, for an estimate. Take the average of the various responses and reduce it by 10% and use that figure and indicate that it is an estimate. Make an effort to get as much of an idea as possible for the attendance for each department.

6.2.1.2 Assessment of the Past and Present Ministries

This is where your sub-committee can sit down with the leaders of the ministry departments and do an assessment of how the ministry has developed, is developing, and what the needs are for improvement.

It is important to give a careful eye of assessment and discernment to this area. The overall ministry health of the church is very crucial.

6.2.1.3 Financial Status of all Departments

Provide a brief note of the financial status of each ministry. This financial assessment will indicate to you and your candidates the health and priority given by the church to each ministry.

6.3 Congregational Self-Study

A general form to help with your self-study is provided in Appendix G. You may need or wish to customize this form to further suit your needs.

6.4 Church Profile

After compiling the results from the congregational self-study, a church profile will need to be created. This profile is usually less than two pages long. Included in Appendix H are two sample church profiles that you can refer to.

When you first contact candidates to see if they are interested in submitting a resume or a Pastoral Information Form (Appendix O, you need to include this church profile. This gives the candidates a small introduction as to who you are.

6.5 Pastor Profile

After you have looked carefully at your church's ministry needs and have pared down the abilities and qualifications that are a must in your situation, you are then prepared to draw up a Pastor Profile.

Here are two important points to consider when compiling the Pastor Profile:

1. Make sure that as a committee there is consensus on this matter. If you don't, it will lead to frustration later in the process.
2. Remember this is a good tool, but don't be rigidly bound to it. A candidate may come your way which may not fit the rigid guidelines of your Pastor Profile.

The value of the Pastor Profile is that it is a concise summary of your self-study results and what you may feel the Holy Spirit has been saying to you.

There are thre samples found in Appendix I, to help guide you in preparing your Pastor Profile.

6.6 Feedback to Church Members

It is crucial in any transition to include the congregation as much as possible. If you invite the congregation to an information night where the results of the Congregational Self-Study are given, you can then ask for feedback on what your committee has developed as a Church Profile. This will enhance the sense of "ownership" each member will have in their church.

6.6.1 Who Are We?

When the congregation has a chance to interact with the overall ministry objectives of the church, they gain a valuable perspective of just how big the job really is. This can be helpful in encouraging members to get involved in church ministry.

6.6.2 Where Are We Going?

As a congregation there needs to be a sense of direction of where the church should be going. If you ask a new leader to come, they will need to know which direction you have been going and where you want to go.

7.0 JOB DESCRIPTION

When a Search Committee sits down to decide what kind of pastor they want, they have a tendency to want everything they can think of.

Each church has their own unique strengths and weaknesses; your task is to find someone who is capable of meeting the needs of your assembly. It is a fallacy to expect one person to have all the qualities related to the pastoral role and task.

Beware of asking for one person to embody all the talents and giftings which your church needs. Keep in mind that the church is a composite, the Body of Christ has many members to do the work of the ministry. What you need to look for are the key leadership abilities needed for your church.

For example, it is not reasonable to ask your ear to function as well as a thumb or ankle. Just because the ear is not an ankle or thumb, it does not mean it is not valuable.

Look for the right person to fill the role as pastor. Do not ask him or her to be something which they are is not (nor can be). God has someone who will fulfill the ministry leadership needed for your church.

To help determine which strengths should be considered a "must", the following aids are outlined in this section:

- Personal qualities.
- New Testament qualifications.
    - Outward disposition.
    - Inward disposition.
    - Christian experience.
- Pastoral Activities.

A sample Job Description is provided in Appendix I, to assist you in preparing your lead pastor job description.

7.1 Personal Qualities

When one examines the qualifications for church leaders given by Paul in his letters to Timothy and Titus, you will notice that most of the qualifying items are dealing with personal qualities rather than professional ability (I Timothy 3, Titus).

Review the Scriptural qualifications listed by Paul and spend some time reflecting on their importance in contrast to some of the more functional aspects of leadership.

While the basic qualifications expected of a pastor do not vary, the gifts a pastor needs to serve a church well will not be the same for every church. You will not find a **perfect** candidate to serve your church, but you can find the **right** candidate.

7.2 New Testament Qualifications

According to 1 Timothy 3: and Titus 1, here are some spiritual and character qualifications that: every pastor should possess. It is interesting to note that all deacons/board members are required to have all the same qualifications with the exception of "able to teach".

7.2.1 Outward Reputation

- Has a good reputation even when his/her life is lived as an open book (1 Timothy 3:2, Titus 1:7).
- Is well thought of, even by those outside the church (1 Timothy 3:7).
- Is irreproachable in his/her marital relations (1 Timothy 3:2, Titus 1:6).

In other words, a pastor is to be a person who has a good reputation in his/her church, in society, and in their own home. They must be a credentialed minister in good standing with the Pentecostal Assemblies of Canada in their home district. They must also follow our fellowship's Statement of Faith and Ministerial Code of Ethics (provided in Appendices K and L).

7.2.2 Inward Disposition

- Is not selfish, quick-tempered, intemperate, violent, or overly interested in material things (1 Timothy 3:3, Titus 1:7).
- Has a love for people, and for that which is good (1 Timothy 3:2, Titus 1:8).
- Is sensible, mature, well-balanced, and self-controlled (1 Timothy 3:2, Titus 1:8).
- Is Christ like, and devoted to God (Titus 1:3).

A pastor with the right kind of inner disposition should have the right attitude towards themselves, God, family, church, and should reflect Christian maturity.

7.2.3 Christian Experience

- Is not a novice (untrained), or new convert (1 Timothy 3:6).
- Has proved himself/herself faithful, and able to guide others by managing their own household well. Should have believing and obedient children (1 Timothy 3:4, Titus 1:6).
- Is a skillful teacher (1 Timothy 3:2), and one who has been taught what is true and knows how to teach it to others (Titus 1:9).

7.3 Pastoral Activities

The Pastoral Activity form found in Appendix M, lists numerous pastoral activities. It is not humanly possible to require any one person to fulfill all these roles with outstanding ability, so pick the top six areas of ministry which you feel your church needs the most. Once you have picked these six, rate them in order of priority.

In the Church Profile (Appendix H), this assessment is carried further.

8.0 COMPILING THE LIST OF CANDIDATES

8.1 Sources

The first contact to make is with the District Superintendent. The Superintendent has a current list of credential holders and the various positions they are looking for. Knowing the churches and credential holders, it gives the Superintendent the ability to be very helpful in this area. Candidates who submit their resume directly to the District Office, are asked to complete the "Matching Ministers with Ministry" questionnaire (Appendix P). This questionnaire helps the District Superintendent match (as close as possible), the candidate's suitability with your Pastor Profile.

It is recommended to use the District Superintendent's office as a filter for all applications received by pastoral candidates. Applicants from other districts can be assessed through the Superintendents committee.

Note: There has been a trend to search for younger pastors in the 28-45 year old range with a marked exclusion of those over 55. This trend has now turned around. People recognize the need for the depth and experience of the mature pastor, especially where there have been recent difficulties in the assembly.

Do not overlook the pool of experience and maturity which this pastor can give your assembly.

8.2 Process Summary Sheets

The Process Summary Sheet is a small tool that will reduce some of the strain placed on the committee secretary and chairperson.

Keep each candidate's information and correspondences in their own file folder. The Process Summary Sheet (found in Appendix N), is to be stapled to the inside of the file folder. This summary sheet can assist you in remembering what needs to be done or not done thus far, in the process for each candidate.

When you receive the candidate's information, record it on the sheet. Immediately the secretary should send a letter of acknowledgment, thanking them for it. Record that letter which has been sent on the summary sheet. This simple tool will help you keep track of what has been completed.

Sample letters of acknowledgement, consideration and rejection are provided in Appendices Q to T.

8.3 Screening the Candidates

The following procedures outline the over-all process of screening the candidates.

Step 1: Compile List of Candidates

Compile a list of candidates from the various sources. Make sure that all candidates and their resumes have been reviewed by the District Superintendent before contacting the candidates or their references. The reason for this is that the Superintendent may be aware of the candidate's strengths or weaknesses that may not be suitable for your church. This simple step may save a lot of work for the committee.

Step 2: Choose 3-5 Candidates

From the eight to ten names initially received, carefully read all the resumes/Pastor Information Forms, and spend time praying over each one. After much prayer, have each committee member write down their top three to five choices. Read section 8.3.1 for further explanation.

Step 3: Conduct Reference Checks

Before the candidates are invited for a first interview, their references will need to be contacted by the designated committee members. Before calling their references, review and photocopy the Telephone Reference Form provided in Appendix U. In conjunction with the provided form, prepare a list of what you want to know about your candidate's ministry style, personality traits, communication style and length of vision. Be careful to write down the responses of the references. These responses need to be copied and distributed to each committee member before the next meeting. Read section 8.3.2 for further explanation

Step 4: Conduct first interview

This is a "Getting To Know You" meeting with a light atmosphere - tour your church facilities, have a general time of fellowship, share the story of your church's life and faith. Before each candidate comes to the interview, the purpose and agenda of this meeting needs to be planned by the committee and explained to each candidate. They need to know if they are one of a number of candidates who will be interviewed over the next period of time and what the format of this meeting will be. Read section 9.0 for further explanation.

Be aware that each candidate is asking themselves the same questions as you: "**Can we work together? Does God want us to?"**

After this initial meeting, the committee will convene after a time of prayer and vote (just as before) for their first choice. This candidate will be invited back for a more in-depth interview. The candidates eliminated at this time will need to be notified and thanked (a sample letter is provided in Appendix T).

Step 5: Conduct Second Interview

This second interview is one of complete transparency. Each candidate will need to know what condition the church is in and what the committee, is looking for. This is a time of gaining understanding of each other's expectations in the area of ministry responsibilities, vision, accountability and salary. In addition to section 9.0, read section 10.0 for further explanation.

Step 6: Gain Consensus on One Candidate

At this juncture, after prayer and consideration, both individually and corporately, a vote will be taken to see if a clear choice emerges. It is important to gain consensus within the committee. If the committee is divided or a fair basis has not been established to ask a candidate to come and preach a call, the process will need to start over again.

8.3.1 Pastor Information Form and Resumes

Resumes can be very helpful and yet sometimes confusing especially for committee members who are doing this for the first time. To have each candidate complete the Pastor Information Form and/or Matching Ministers with Ministry Questionnaire (Appendices O and P), gives the candidates an equal footing in the eyes of the committee.

This will also save an amount of time for a busy pastor who has only enough time to complete the Pastor Information Form and send it to you.

The Pastor Information Form will also assist the Superintendent in processing the more uniform information going across their desk.

8.3.2 References

"Many Pastoral Search Committees fail to fulfill their mandate by not checking references which the candidate has supplied. Several things need to be kept in mind. First, the ones who are listed as references are most likely friends of the candidate and would not wish to hinder their chances to be involved in any ministry position. Secondly, people are fearful of legal repercussions if their comments were misrepresented. With these things in mind, be encouraged to do all your reference checks by phone. When speaking to a reference the first task is to assure him or her complete confidentiality. Nothing that they say will get beyond the committee or to the candidate without the reference's expressed permission." (Virkler[7])

The work of checking references may extend beyond those provided by the applicant. References from a candidate's former church or ministry may include support staff and other church leaders. Please do not contact reference from the candidate's current place of employment without the candidate's consent.

Assure the references you contact that they are not the only references given for this candidate. Once knowing this, they will not feel the candidate's future is entirely in their hands.

"The telephone conversation includes a lot of communication which a letter fails to achieve. The confidence/hesitation or tone in the voice of the one giving the reference when responding to questions by the committee member can be a means to gaining a fuller understanding of the candidate in question." (Virkler[8])

A Telephone Reference Interview Form provided in Appendix U, can be helpful when speaking with the references. Remember to record your information, as it can easily be forgotten and not be communicated to the rest of the committee.

"When choosing those who will contact the references, pick one to three people who are skilled in expressing themselves well and have a disarming demeanor about them which can help the reference to loosen up and be candid with you." (H. Virkler[9])

"There need not be any threat to the process, if this is God's man/woman for the task, the reference check will only substantiate this and strengthen the conviction of choice." (Dingman[10])

[7] Henry A. Virkler – "Choosing a New Pastors: The Complete Handbook" page 117
[8] Henry A. Virkler – "Choosing a New Pastors: The Complete Handbook" page 117
[9] Henry A. Virkler – "Choosing a New Pastors: The Complete Handbook" page 117
[10] Robert W. Dingman – "In Search of a Leader: The Complete Search Committee Guidebook" page 15

9.0 VISITS AND INTERVIEWS WITH THE CANDIDATES

9.1 Preliminary Considerations

9.1.1 Confidentiality in Contacting (Phone/Letters/Visits)

Confidentiality is very important and cannot be over emphasized. Too many committees have been too casual in this delicate matter.

Dingman[11] raises some important questions for your committee to ponder and also provides some good suggestions.

"Mechanics of confidentiality:

i) Should mail be marked "Personal & Confidential"? Perhaps it ought to be sent to the committee member's office and not home?

ii) Where will files be kept and who will be doing the typing and distributing the copies?

iii) Should candidates be called at their homes or offices?

iv) What should be said if a candidate's secretary asks the purpose of the call?

v) When you visit a candidate's church to hear a sermon, what is the response to the friendly member who asks, "What brings you to be with us today?"

vi) "Pillow Talk" is the greatest source of leaks. Perhaps your spouse may resent your inability to share with her/him the details of committee activities. This matter needs to be discussed at the beginning of one's tenure on the search committee.

vii) Any negative material or sentiment which is part of the assessment process must be kept within the confines of the committee. Any vestige feelings must be dealt with and never divulged: especially if the candidate which one member may have had some misgivings about is the new pastor.

viii) If a name gets revealed prematurely to the congregation it can precipitate some "campaigning" for or against the candidate.

ix) Committee members need to be prepared with an encouraging answer for those who ask specific questions about the process and be congenial when questions are asked which cannot he answered."

9.1.2 Time Allotments for Interviews

As you plan the interviews with each of your candidates, allow for extra time for questions that they may have.

Also keep in mind that the more information you have given to the candidates before the interview, the less time the interview will take.

[11] Robert Dingman – "In Search of a Leader: The Complete Search Committee Guidebook"

9.1.3 Expenses Incurred by the Candidates

It is the committee's responsibility to promptly reimburse (preferably the same day of the interview), the candidates for all expenses incurred in their dealings with you. Be generous, it goes a long way in displaying what your church's attitude is toward its pastors.

9.1.4 Communication with the Candidates

One of the most frequently heard complaints from individuals who are applying, is that search committees handle communications poorly and fail to keep them informed. Inquiries and applications deserve a prompt reply or acknowledgment. It is suggested to reply within one week of receipt of their resume, not two or three weeks later. As soon as a decision is made to pass over a candidate's name, the person should be informed and not kept in suspense. Sample letters are provided in Appendices Q and R.

If four weeks elapses and the candidate is still under active consideration they should receive a note informing them of the process. A sample letter is provided in Appendix S.

In telling a candidate that they are no longer being considered for the position, the letter from the committee ought to be appreciative of the person's time and wish them God's best in their future ministry. A brief reference of some positive qualities that the committee liked, would be helpful when making any further contact with the candidate a pleasant one. We need to make a conscious effort to treat people with as much courtesy as possible. (McConnell[12]) A sample letter is provided in Appendix T.

9.2 Telling the Candidate Who You Are

9.2.1 Transparency with the Candidates

The first interview is a time to get to know one another and to see if you want to proceed further. This interview will hopefully be spent in getting to know one another's "stories" of faith and the church.

When the second interview happens, it is a time to be fully transparent; it is to no one's advantage for issues to be "glossed over".

[12] Theodore A. McConnell – "Finding a Pastor: The Search Committee Handbook" page 50

9.3 Interview Techniques

9.3.1 A Planned Event

Know who is going to meet the candidate and their spouse and who will give them a tour of the community and church facilities. Prepare an agenda ahead of time and send it to the candidate so they will know what to expect.

9.3.2 The Setting of the Interview

Have an informal setting in someone's home where a candidate can be greeted and interact with comfortably. Avoid an interview where everyone is sitting behind a table and the candidate is asked to come in.

Do not go beyond one hour without having a refreshment break. If the candidate seems nervous, take a break and give everyone a moment to relax.

9.3.3 Every Member Involvement

Some of your committee members will be less verbal than others, so make every effort to accommodate each member's strengths, and yet have every member involved as much as possible.

9.3.4 Questions to Ask the Candidates

Avoid having one designated person ask all the questions. Each member should be assigned a topic in which they can ask all the questions; others from the committee ought to feel free to ask supplemental questions in any area.

In Appendices V, W and X, there are three separate lists of sample questions. The first list (Appendix V) will be most applicable to the first interview where the questions will be more personal. Perhaps there are things which the reference checks have twigged your interest or concern and you would like to follow up on them.

The second list (Appendix W) is geared to the mechanics of ministry and will be useful in the second interview.

The third list (Appendix X) contains questions which will perhaps be in the mind of a candidate when they come for their interview. The more information you provide to the candidate ahead of time, will greatly enhance the interview process for the candidate and yourselves. If you spend some time reflecting on this last list of questions it will generate some valuable insights for the ministry in your church, now, and in the future.

9.4 Visiting the Candidates

The committee may feel they would like to see the candidate in the setting in which they are currently ministering. This is a preliminary visit whereby the candidate's preferences and interests can be explored.

Covert Visits

McConnell[13] raises some concerns on covert visits:

"Does the whole group go? A good candidate can be vetoed by the one committee member who wouldn't have been rejected by the whole perhaps? It could be the other way too, the candidate could be promoted prematurely.

When preparing for the visit, inform the candidate of who you are, the purpose of the visit and where you are in the process. (You ought to state whether you are focusing in on one or more candidates and when this phase will be completed)."

9.4.1 Confidentiality

There is a need for confidentiality and sensitivity when visiting the candidate's church. Gossip, embarrassment and resentment are the result if the purpose of the visit became known to the candidate's church. An inauspicious entrance, seating arrangement and exit is called for.

9.4.2 Sermon Evaluation Method/Form

A sermon evaluation form (copied by permission), from Virkler's[14] book, is provided in Appendix Y. This evaluation form highlights the various aspects of a sermon's content and delivery. Another good resource to read is a book by Achtemeier[15] which offers a more in-depth explanation of conducting a sermon evaluation.

[13] Theodore A. McConnell – "Finding a Pastor: The Search Committee Handbook"
[14] Henry A. Virkler – "Choosing a New Pastor: The Complete Handbook"
[15] Elizabeth Rice Achtemeier – "Creative Preaching: Finding the Words"

10.0 NEGOTIATIONS

10.1 What Should Be Covered?

"A common reason for the souring of pastor-congregation relationships is the failure to meet each other's expectations. Two of the most common reasons that a pastor fails to meet the congregation's expectations are that 1. the congregation never communicated expectations clearly or 2. the congregation's expectations were unrealistic." (Virkler[16])

There are then two areas where much consideration needs to be given by the leadership of the church: the duties and responsibilities of the pastor, and financial matters.

10.2 Get It 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 appropriated person or committee. These situations can easily take the joy out of a positive beginning.

One denomination has each party (after they have come to a satisfactory agreement) sit down and write a complete description of the agreement as they understand it and send it to the other party. Any discrepancies are discussed and finalized." (Virkler[17])

10.3 Ministry Expectations

The fast pace of life in North America has been the downfall of many well intentioned Christians, and pastors are no exception. When pondering the role and expectations you have of your future minister, consider carefully the need for their own spiritual and family well-being, and the time requirements of such. Most people have little insight as to the role of the pastor.

In Dingman's[18] book, there is an example of a typical work week for a pastor. Also, on page four of the Church Profile Form (Appendix G), is a worksheet that can be most helpful in gaining an understanding of the pastoral work load.

It is advised to have the final candidates complete a similar form to see if the way they divided up their time matches the expectations of the Search Committee.

The area of "Role Expectations" has been the center of many congregation-pastor conflicts. Careful consideration and discussion on this topic will be a tremendous boost to the quality and longevity of their working relationship.

One candidate, in the midst of an interview asked the question, "How many hours do you feel your pastor ought to work in a week?" One member of the committee burst out with agitation, "You have been in the ministry long enough that you should know that!" This kind of response indicates a significant problem. There are many different opinions of how many hours are appropriate for the local pastor to work. Wise church leaders will sit down and discuss this to gain as much of an understanding of the pastor's unique role as much as possible.

[16] Henry A. Virkler – "Choosing a New Pastor: The Complete Handbook" page 31
[17] Henry A. Virkler – "Choosing a New Pastor: The Complete Handbook" page 51
[18] Robert W. Dingman – "In Search of a Leader: The Complete Search Committee Guidebook"

The following factors need to be considered.

- The amount of administration time; it has dramatically increased in the last few years (any treasurer will confirm this).
- The increased pressure on families in our culture has resulted in the sky-rocketing marital dysfunction and failure. The counselling load of most pastors has increased at about the same rate and is now consuming a larger amount of the pastor's time.
- The average age of North Americans has increased, and with it there are more people in churches who are older and needing special care.
- The size of most churches over the last number of decades has steadily increased the number of people to be ministered to.

It has become increasingly difficult for pastors to maintain the "pastoral presence" among the people in their homes. The fact that many homes where both spouses are working, has relegated the "pastoral visit" to occur in the evenings. Also, the addition of more programs in the church that occur during the evenings, have compounded the problem.

With these factors in mind one can see the shift in church life. There has been a sad parallel to this same time period with the "emotional burnout" rate increasing among pastors. It has been estimated that 50% of all pastors reach a point of emotional burnout by the fifth year of their ministry. Another sad statistic suggests that 80% of all pastors permanently leave pastoral ministry before retirement. The main reason is related to not being able to "meet the overly high expectations in the minds of some people". At times, it is the pastors who have the overly high expectations of themselves.

The recommendation is that most pastors should not work more than 55 hours per week. The emergencies and calls which often detract from personal and family time often push the total much higher.

Candidates and committees need to discuss what is to happen when, due to unplanned ministry demands, the normal work is not done (and it happens regularly). Is the pastor and their family to be the ones to pay the price of meeting all the needs or is there a working "eldership" to minister to the congregational needs as well?

10.4 Pastoral Remuneration

"Anyone who receives instruction in the word must share all good things with his instructor." (Galatians 6:6 NIV)

"The area of financial remuneration is often the most uncomfortable item in the candidate-committee relationship. Often, either in the short-term or long-term there can be confusion and feelings. Regardless of the discomfort, if there is a determination to begin a solid, long-term relationship between Church and pastor, there needs to be transparency on the views on this vital subject. Differences on the subject of compensation are often not dealt with properly because the "true" feelings of one or more parties are not talked out.

Because of the position of the committee, (being the one offering the compensation) it would be Christian charity to pursue the feelings of the candidate on his/her feeling of that, which is being offered. It becomes

difficult and sometimes impossible for some candidates) to question an area of compensation. Again, the committee ought to be appreciative of the candidate's position and solicit his/her response." (Dingman[19])

A Financial Information Worksheet to help in these deliberations is provided in Appendix Z. It will be appreciated by the candidates who can get a clearly defined picture of the financial package.

10.4.1 Salary

There are a number of ways in calculating the new pastor's salary:

- Look at other comparable positions and their level of remuneration. The usual position can be compared to is a school principal.
- Compare the compensation package of other ministers in the same community.
- Consider the experience and educational qualifications of the candidates.
- Consider the financial ability of the assembly.
- The previous pastor's salary is often a starting point.

It is also a good idea to determine when and how salary reviews will take place. Will they be yearly? What criteria will be used? Who initiates the review, and who will conduct it? Is there a cost of living built automatically into the package?

A copy of the most recent PAOC salary survey and worksheet may be obtained from the District Office.

10.4.2 Housing

Most often the church provides one of two options for the pastor; a parsonage or the pastor receives a housing allowance and supplies his/her own home. Most pastors have lived on minimal incomes and do not have the resources to supply a down payment for their own homes. This presents a problem for them when retirement comes; they have no home of their own to live in.

The church over the years has been the landlord and the pastor has in essence paid rent to the church. The housing benefit is then deducted from the total stipend given to the pastor.

Many churches are recognizing this as a very real concern and have offered their pastor an interest free loan for a down payment for a house. This loan is to be returned at the termination of the pastor's ministry in the church. Ample consideration needs to be given to the cost of adequate housing and the percentage needed for a down payment to enable the pastor to secure a suitable home. A suggested loan agreement is provided in Appendix AA)

[19] Robert W. Dingman – "In Search of a Leader: The Complete Search Committee Guidebook" page 167

a) Parsonage

i) Repairs and Decoration

If the church supplies the parsonage there needs to be an understanding in writing to clarify the pastor's and church's responsibilities for bills and maintenance. Most assemblies consider it their responsibility to redecorate the parsonage before a new pastor moves in and try to accommodate the preferences of the new family. An understanding will need to be made on what changes are permissible during the tenure and how often redecorating can and will take place and how it is to be paid. If a plumber or electrician has to be called, who pays for it?

An understanding needs to be established of how often an inspection of the church parsonage will take place and by whom.

"If there is a manse, the new pastor's wife can be contacted before the new paint and wallpaper and perhaps carpet is chosen. Decorating input from the family which has to live in the house is very important and appreciated. Make preparations as soon as possible so the new family moving in can be properly welcomed without a mess in the parsonage as they are trying to move in." (Virkler[20])

These kinds of issues need to be established in writing to ensure a smooth working relationship for the years to come.

ii) Utilities

The utilities can be paid directly by the church, or a yearly stipend designated for this, is given to the pastor and he/she is then responsible for paying the bills. If the pastor is given an allotment to pay for the bills, it would be helpful to have the actual totals of these expenses for the past two full years. To have all of these figures will facilitate the negotiation of this item.

iii) Phone rental

If a parsonage is provided by the church, the phone rental costs are usually carried by the church. Long distance calls for ministry purposes are the church's responsibility and the personal long distance calls are the pastor's responsibility.

b) Housing Allowance

A stipend enabling the pastor to carry the expenses of their own home or to rent is an option many churches take. The committee needs to be aware of the current costs of rent and utilities to make sure that adequate compensation is given.

[20] Henry A. Virkler – "Choosing a New Pastor: The Complete Handbook" page 171

10.4.3 Expenses

a) Moving Costs

Moving costs are to be covered by the church and consideration needs to be given whether movers will be used or just a truck rental. An old saying is worth noting at this point, "Five moves are as good as a fire". Quite often when the new pastor is asked to move themselves it may result in an accumulation of minor damages which, over a few moves becomes expensive in having to replace furniture. If the church cannot afford to hire movers, be generous in the moving expense allowance for the incoming pastor. This will help to off-set the long-term expense which the church transitions have produced.

b) Transportation Costs

Changing legislation in this area has resulted in significant confusion for pastors and church board. Due to the changing regulations and rates of reimbursements of mileage, it is recommended that the District Office be contacted for guidance in this matter.

c) Conference Expenses

Conferences are a requirement for each credential holder within the Pentecostal Assemblies of Canada to attend. It is the church's responsibility to cover the expenses for their pastors attending the conference. Where this presents a financial hardship for the assembly, the District may be prepared to offer assistance by various limited means. Conference expenses ought to be part of the annual budget to help prepare for this expense ahead of time.

d) Resource Expense

Resources such as, books, CDs, DVDs, podcasts, periodicals, etc. are the pastor's tools in keeping astride with the current trends of society. One of the key roles of preaching the Word of God is to interpret life as it currently is in light of what the Bible says. A pastor who does not read and stay abreast with what is going on in today's world, will not be as effective in the pulpit as they might be.

e) Ministry Development

Many of the same things said above could be repeated here. Most denominations require their pastors to take a minimum two week study leave per year, with pay and contribute most of the cost associated with the course(s) taken.

Some churches view their pastor only in light of what they can get out of them. Church leaders need to be aware of the need and responsibilities of the church to nurture their pastors, personally, spiritually, and professionally. Invest in your pastor in these areas and you have invested in the church's long-term health.

f) Meal Expenses

Meal expenses should be covered when the pastor is carrying out the duties on behalf of the church. It is advised that this expense should be part of the annual budget.

g) Credential Fees

Any lead pastor of our fellowship should be credentialed with the Pentecostal Assemblies of Canada. Fees associated with their credential license should be covered by the church. It is advised that this expense should be part of the annual budget.

10.4.4 Benefits

Retirement Plan: Disability Insurance: Life Insurance: Medical & Dental

One of the sad realities of the past is the lack of some financial planning by churches for pastors. It is advised that each assembly review its financial policies in these areas with the District Officers on a regular basis.

11.0 PREACHING "THE CALL"

11.1 One Candidate at a Time

"By presenting two or more candidates to be voted on, you are not giving either of them the committee's full endorsement. No candidate would want to be voted on unless they started with the full support of the search committee.

By presenting two candidates to the congregation before a vote is taken you are making it mandatory that there will be a "loser". This method can unwittingly produce a tendency of candidates to "present" themselves more vigorously than what ought to be. No conscientious candidate would want to be a part of a "popularity contest".

The congregation is not as qualified to do in-depth assessments as the search committee. The committee is privy to a lot of material and interaction that the congregation as a whole is not." (Dingman[21])

11.2 Presenting the Candidate to the Congregation

How long should the candidate spend with the congregation?

"Probably a single sermon, or even a single day, is too short a time for a pastor and a congregation to interact enough to know whether their expectations of each other are compatible." (Virkler[22])

Have him/her preach the Sunday morning and evening services. It is not necessary to have the candidate teach the Sunday school adult class and lead worship; this puts the candidate under more stress (on a stressful day) than what is needed. Most pastors will do enough singing when closing a service to demonstrate the fundamental ability of leading worship. Plan an informal gathering of the congregation over coffee after the service to give an opportunity for the candidate to interact with the congregation.

11.2.1 When to Take the Vote

Different congregation's constitutional requirements address when the vote is to be taken on the candidate who has "preached the call". The PAOC Local Church Constitution requires a two week advanced notice of a congregational meeting. Most congregations choose to vote the same Sunday on which the candidate preached the call. The benefits in voting the same day are as follows:

1. People have been encouraged to pray through this whole process and are now prepared spiritually to vote.
2. It takes the pressure off the congregation by voting the same day.
3. If the candidate is called to this assembly, it will be less time between the time when the call is preached and when they accept and resign in their present place of ministry.
4. It gives less opportunity for the human element of "politicking", for or against. It is wise to leave such things in the hands of the Spirit as He moves in the hearts of His people.

[21] Robert W. Dingman – "In Search of a Leader: The Complete search Committee Guidebook" page 185
[22] Henry A. Virkler – "Choosing a New Pastor: The Complete Handbook" page 161

12.0 ISSUING "A CALL"

12.1 Confidentiality

When a candidate has been selected, it is to be agreed upon how and when the committee will make the announcement. The candidate will need to notify their resignation to their board and congregation first, before the committee can inform the church. For a congregation to hear of their pastor leaving before it is officially given from the pulpit, can be the cause of some hard feelings and speculation.

The time between the "Acceptance" and "Announcement", can be difficult to maintain confidentiality for some committee members. Remind yourselves of this important matter.

12.2 Saying Thank-You

When the "call" has been accepted and the announcement has been made, the other candidates need to be informed, thanked and released.

A word of encouragement to the unsuccessful candidates would be appropriate. A comment on some of the things the committee especially appreciated in them, would go a long way to alleviate any emotional letdown they may experience. A sample letter is provided in Appendix T.

13.0 WELCOMING THE NEW PASTOR

13.1 Anticipation

After the pastor and his/her family have agreed to come, it is time to consider their transitional needs. This precious family coming to you may be going through a grieving process in leaving their present home. The following are suggestions that can be of help:

- Have people in the church write down what they would want to know if they were moving to town (eg: phone numbers of a hardware store, newspaper delivery, recommended doctors, and phone numbers of people to contact for information and help).
- When this kind of contact is made with the pastor before he comes, there will be a good start to a bond being created and make the new pastor feel less of a stranger upon arrival.
- A loose leaf scrapbook filled with photographs of the church, parsonage, local schools, playground, shopping centres and two issues of the weekly paper can do wonders for the new family. A member of the congregation, who is interested in photography, would no doubt be quite happy to take some time to quickly assemble the book.

13.2 Moving Day

To assist the pastor and his/her family settle into their new home, listed below are some suggestions that are helpful and appreciated:

- Have some people at the pastor's new home when the moving van arrives to help unload.
- Have some people with the ability to help assemble beds and other furniture.
- Offer to help unpack and wash cupboards and dishes.
- Have a couple of casserole meals that the family can easily warm-up over the next couple of days while they settle in.
- Offer items that are usually not brought along such as honey, peanut butter, etc.

13.3 Installation

Make a "big deal" of the arrival of your new pastor. Remember, you have just lost one family when your last pastor left; the new pastor and family have just lost everyone they knew in their last pastorate. Remember as well, that most pastors and their families do not live close to their extended families and friends and are tied up on most weekends of the year and cannot visit those near and dear to them. You, the church, are the most significant people in their lives now and for the next period of time; so make them feel as welcomed as you can…use your imagination. Some churches recognizing that often there is a "grieving time" for the new family for their old surroundings and friends, have sent their new pastor and family away for a week holidays after they have moved in.

The installation of the new pastor is a significant event in the life and ministry of your church; make it a special time.

Introduce your new pastor and family by having a write-up in the local newspaper with pictures.

13.4 Transition Team (Facilitating the Pastoral "Start-Up")

People in crisis, styles and formats of services (eg: communion service), and where things are located, are just some of the critical items that the new pastor will not be aware of. Have the committee avails themselves to the new pastor for the first few months of ministry and by doing this, it can be a great help to the ministry of the assembly. This is especially true if there are no other staff members familiar with the overall operation of the assembly.

14.0 LAST ITEMS

14.1 Confidentiality

Candidate Information and History of the Search

"The files on the candidates, the minutes discussing the candidates need to be destroyed at this point. One very helpful last item that can be done is to compile a history of the process which has taken place. The names of the unsuccessful candidates are deleted for "A" candidate and "B" candidate. Using this method the account of how things were done can be a valuable learning tool for the next search committee that will be struck in the future." (Dingman[23])

This summary report of the committee's work should be given to the church secretary for inclusion in the official church minutes.

[23] Robert W. Dingman – "In Search of a Leader: The Complete Search Committee Guidebook" page 192

APPENDICES

Appendix A: Exit Interview Questions

Pastoral Relations Committee

Church: _____ Pastor: _____

Date: _____ Interviewer: _____

Some of the questions in this survey will deal with the personal observations of your tenure in ministry with this congregation. Other questions will ask you to reflect on the character and culture of this congregation, its strengths and weaknesses, in order to prepare their next pastor for future ministry and leadership.

Does the congregation have a current Vision Statement, if so please describe it.

_____

Does the congregation have a current Mission Statement, if so please describe it.

_____

1. What were the greatest accomplishments in your goals and objectives for this congregation during your tenure?

_____

_____

_____

2 How effective has this congregation been with accomplishing their mission over the past two or three years?

_____

_____

_____

3. In what ways were you challenged by this congregation (positive and negative challenges)?

_____

_____

_____

4. Describe two or three congregational needs which required a major portion of your time and energy during this tenure in ministry?

5. To what degree do you believe the leadership supported your passion for the vision, values and mission of this church? Congregational support?

6. Describe the changes you would make to the congregation's ministry programs or missional strategies over the next three to five years?

7. What important aspects of the work do you believe are "in progress" and need continued guidance for long-range success?

8. In Christian Schwarz's writings on Natural Church Development, he suggests that there are eight "quality characteristics" that are critical to the health and growth of any church. Please provide additional comments to this spreadsheet, as needed:

Using a scale of 5 being high and 1 being low (to non-existent)					
Empowering Leadership (people sensing that this ministry belongs to them and are investing themselves in it)	1	2	3	4	5
Gift-oriented Ministry (people doing what God has blessed them to do)	1	2	3	4	5
Passionate Spirituality (people excited about personal growth and ministry)	1	2	3	4	5
Effective Structures (systems that are working effectively and efficiently)	1	2	3	4	5

Using a scale of 5 being high and 1 being low (to non-existent)					
Inspiring Worship Service (people sense the presence of God and his blessing)	1	2	3	4	5
Holistic Small Groups (groups that gather and meet the needs of people)	1	2	3	4	5
Need-oriented Evangelism (discerning community needs/making effort to meet)	1	2	3	4	5
Loving Relationships (love for one another is a high priority)	1	2	3	4	5

9. Describe any critical issues which side-tracked your ministry or leadership?

10. How adequate was the salary and benefits of this pastoral appointment during your tenure?

11. To what degree were the practical needs of your family met by this congregation and/or this community?

12. Is there anything else you would like to tell us about this congregation - in confidence?

Appendix B: Procedures for the Pastoral Search Committee

Pastor Resigns
Board contacts District Superintendent.

Step 1: Initial meeting of the Board and Superintendent:

- Prayer
- Discuss the role and purpose of the Pastoral Search Committee
- Selection of Search Committee
  - Provide the committee with a "Terms of Reference" (Appendix C)
- Next meeting date set

Step 2: First meeting of the Search Committee and District Superintendent

- Prayer
- Chairperson is selected
- Communication point person is selected
- Closure plans initiated
- Discussion of Pastoral Search Committee-Structure
- Church Self-Study initiated (Appendix G)
- Sub-committee members selected to oversee the project
- Calendar & Timetable items
- Weekly schedule/time for future meetings

Step 3: Third Meeting: Search Committee

- Discussion of the Congregational Self-Study
- Establish a Pastoral Profile (Appendix I)
- Prayer

Step 4: Compile a List of Candidates

- Develop a list of possible candidates (the Superintendent will serve as resource)
- Gather Pastor Information Forms (Appendix O), resumes, references
- Contact each candidate and send a brief Church Profile to introduce your church to them (Appendix H)
- It is important to keep the needs of the church in mind when doing the search
- The Pastoral Profile is helpful
- Prayer

Step 5: First Level Screening of Candidates

- Carefully read the material sent by each candidate
- Review sermons on CDs, DVDs, podcasts, YouTube, Facebook, etc
- Resumes/Pastor Information Forms
- Go through the first screening vote procedure and choose 3-5 candidates
- Send acknowledgement, rejection or consideration letter to each candidate (Appendices Q to S)
- Contact references by phone. Have questions prepared on a form ahead of time (Appendix U)

Step 6: **First Interview Candidates**

- Have the interviews with the candidates and their spouses in an informal setting (Appendix V)
- If distance is a factor - make this a conference call or Skype call with the full committee, the candidate and spouse
- This is your time to get to know the "person"
- Select the 1-3 candidate(s) for more in-depth discussion

Step 7: **Second Interview**

- Send the complete information packet of your church to the selected candidate and arrange the second interview
- This is a time of "transparency" between church and candidate
- Ample time for questions from committee and candidate need to be provided for (Appendices W and X)
- Negotiations will be in earnest here to see if the needs of both parties are congruent

Step 8: **Preaching The Call**

- A time to meet people other than in a formal service

Step 9: **Issuing A Call**

- When the successful candidate has received the vote, the committee will begin the last items of previous business and help make the pastoral move as smooth as possible
- Send thank-you letters to the remaining candidate(s) (Appendix T)

Step 10: **Last Items**

- The paperwork of thanking candidates and references for their valuable assistance is completed
- Matters of confidentiality are finished by terminating the candidate files
- The hard work of a tired committee is publicly recognized

Appendix C: Terms of Reference for the Pastoral Search Committee

In this appendix, we include a sample to assist you in compiling a Terms of Reference for your Pastoral Search Committee.

Sample

Pastoral Search Committee
Terms of Reference

1. Preamble:

The Pastoral Search Committee ("PSC") shall be charged with the task of facilitating the search for a new Senior Pastor to provide long-term leadership to [*insert church name*]. The PSC must understand the importance of the task they are called to fulfill, and must also recognize that they represent and serve the entire church family. The search for a new pastor is a most serious undertaking and must be entered into with much prayer and with very careful deliberation. As a member the PSC, you are called to a position of utmost trust and responsibility.

2. Committee Structure:

The Pastoral Search Committee shall be assembled by the Church Board and shall consist of not more than six (6) members, two of whom shall be board members at the time of appointment. The PSC shall fully represent both the English language service and the Chinese language service. The District Superintendent shall be an ex-officio member of the PSC and shall serve as the co-chairperson.

3. Chairperson:

The chairperson of the Pastoral Search Committee shall be appointed by the Church Board (see the chairperson's duties in the Pastoral Transition Manual, Section 4.1.5).

4. Secretary:

The Pastoral Search Committee shall appoint its own secretary from among its members (see the secretary's duties in the Pastoral Transition Manual, Section 4.1.5).

5. Duties of the Pastoral Search Committee:

It is the goal of the PSC to initiate a mutually enriching relationship between the congregation and the new pastor. This relationship is greatly enhanced with proper communication of mutual expectations at the very beginning of the association.

a) The members of the PSC must thoroughly familiarize themselves with the "Senior Pastor Profile" and the "Church Profile" as prepared by the Church Board, as well as the "Personal Qualities" as outlined in the Pastoral Transition Manual, Section 7.0. These items should be discussed in detail.

b) The PSC shall request a list of possible candidates from the BC/Yukon District Office along with resumes and as much pertinent information as is available.

c) The resumes obtained shall be carefully reviewed by the PSC in an effort to determine which candidate and/or candidates (if there is more than one), shall be contacted first.

d) The PSC shall carefully screen all candidates using the guidelines provided by the District Office as outlined in Pastoral Transition Manual, Section 8.0.

e) The PSC shall contact the list of references supplied by each candidate which the PSC wishes to pursue further. The "Telephone Reference Interview Form" (Appendix U in the Pastoral Transition Manual), shall be used and completed when interviewing references.

f) The "Pastor Information Form" (Appendix O in the Pastoral Transition Manual) and the Church Profile (provided by the church board), shall be sent to those candidates from whom

the PSC wishes to gather additional information. When the Information Forms are returned, they shall be carefully studied and candidates prioritized accordingly.

g) Based on all the information that has been gathered, and after prayerful and prudent consideration, the PSC shall make a recommendation to the Church Board to conduct an interview with the most preferred candidate.

Special Note: The "*Pastoral Transition Manual – A Practical Guide for Pastoral Search Committees"* prepared by the PAOC BC & Yukon District, should be used as a reference for procedures regarding screening of and interviews with the candidates, and preaching "The Call".

6. Reporting:
The PSC shall report directly and regularly to the church board and shall consult with the church board as necessary. The chairperson of the PSC shall be responsible for such reporting and consultation. All minutes of the PSC shall be copied to the church board and the District Superintendent.

7. Confidentiality:
The work of the Pastoral Search Committee shall be strictly confidential. No one outside of the PSC, with the exception of the church board and the approved District Representative, shall be privy to any of the deliberations and communications being conducted by the PSC at any given time. It is critical that confidentiality be maintained even after the committee has completed its work and disbanded. The integrity of the whole committee can be compromised by one member's lapse in this matter.

8. Communication:
The Pastoral Search Committee shall be responsible to draft occasional "Communication Pieces" so as to keep the congregation informed of the progress of the pastoral search. No "Communication Piece" shall be disseminated without first being cleared by the Church Board.

9. Meetings:
The Pastoral Search Committee shall meet as frequently as required to keep the pastoral search moving forward. All meetings shall be called by the PSC chairperson. Members of the PSC are strongly urged to make every effort to be present at all meetings.

10. BC/Yukon District Office:
The chairperson of the Pastoral Search Committee shall maintain regular communication with the District Superintendent to insure that the District Office is able to have direct and substantial input into the pastoral search process.

11. Church Constitution:
The Pastoral Search Committee must familiarize themselves with all pertinent articles of [*insert church name*] Constitution and Bylaws that deal with the role and calling of a Lead Pastor to ensure that all candidates and procedures meet the requirements of the said document.

Appendix D: Procedures for a Succession Plan

Pastor Resigns
Board contacts District Superintendent.

Stage 1: Initial meeting of the Board and Superintendent:

- Prayer
- Decision of the Church Board to either:
  - Suspend the conventional search process and to engage the succession of the associate pastor; or
  - Invite the associate pastor to submit his resume and be considered as one candidate among many who may be assessed
- Discuss the role and purpose of the Discernment Committee
- Selection of the Discernment Committee
- Selection of chairperson
- Selection of communication point person
- Organize a call for congregation prayer, accompanied by times of corporate and individual fasting with the focus of the discerning the will of God in choosing the future lead pastor

Stage 2: Information Gathering

- Prayer
- Discussion of "Discernment Team-Structure"
- Sub-committee members selected to oversee the project
- Create a discernment questionnaire for the congregation to provide input (Appendix E)
- Criteria's to help determine a suitable successor:
  - Personal character
  - Core competency (skills, abilities, and spiritual giftedness)
  - Ministry calling
  - Team chemistry (compatibility with the current leadership – laity and clergy)
- Invite congregational input
- Publish the questionnaire and have it returned the following Sunday
- Conduct an interview with the associate pastor (informal and/or formal)
- Closure plans initiated

Stage 3: Public Forum

- Conduct a town hall meeting (Appendix F)
- Associate Pastor to preach for the Call (optional)

Stage 4: Constitutional Stage

- Conduct a duly called business meeting
- Membership vote
- Extending the Call
- Acceptance of the Call
- Installation Service

Appendix E: Discernment Questionnaire

Succession Plan (from Associate Pastor to Lead Pastor)

Sample #1

Please prayerfully consider these questions and complete them thoughtfully.

NAME: _____ [required]

I. PERSONAL DATA:

a) How long have you attended *[insert church name]*? _____

b) How often do you attend in a month? _____

c) Are you a member of *[insert church name]*? _____

d) Which age category do you fall into? ☐ 12 - 17 ☐ 18 - 25 ☐ 26 - 39 ☐ 40 - 55 ☐ 56+

II. CHURCH MINISTRY SECTION:

The following questions refer to your general experience with the ministry at *[insert church name]*. They do not refer to any pastor's ministry specifically.

a) What is your experience of the ministry on Sunday mornings?

_____

_____

b) What is your experience with small groups? (eg: content, community, spiritual growth)

_____

_____

c) What is your understanding of our church's vision/mission?

_____

_____

d) How effective have the weekly ministries of *[insert church name]* been in fulfilling our vision and mission?

_____

_____

e) What areas of church life and ministry have most affected your life?

_____

_____

f) What areas of church life and ministry have been least effective?

_____

_____

III. PROFILE OF A LEAD PASTOR:

Please rank the following in order of importance as qualities of a lead pastor in *[insert church name]* at this point in time.

Rate from most important to least, starting at 1 being the most important, 2 being the next in importance, etc.										
Pulpit Ministry.....	1	2	3	4	5	6	7	8	9	10
Shepherd	1	2	3	4	5	6	7	8	9	10
Leadership.....	1	2	3	4	5	6	7	8	9	10
Teacher.....	1	2	3	4	5	6	7	8	9	10
Worship	1	2	3	4	5	6	7	8	9	10
Missions Advocate.....	1	2	3	4	5	6	7	8	9	10
Community Leader.....	1	2	3	4	5	6	7	8	9	10
Home Group Supporter.....	1	2	3	4	5	6	7	8	9	10
Administrator.....	1	2	3	4	5	6	7	8	9	10
Other	1	2	3	4	5	6	7	8	9	10

IV. FEEDBACK REGARDING THE PASTOR:

In discerning the Lord's will for our church, the Committee requests your prayerful and considered input regarding *[insert Pastor's name]*. Please comment prayerfully in each of the following areas:

a) His/Her preaching/teaching:

_____

_____

b) His/Her leadership:

_____

_____

c) His/Her pastoral care:

_____

_____

d) His/Her outreach:

_____

_____

e) His/Her administrative skills:

_____

_____

V. GENERAL INFORMATION:

As we endeavour to determine the direction regarding the Lead Pastor, is there any additional, prayerfully considered information that will assist the Committee in this process?

_____

_____

Sample #2

If [insert church name] is your church home, please take 5-10 minutes to answer some questions and allow us to get to know you better. You'll also have the opportunity to give input on the future of the church. All adults and youth who attend [insert church name] are welcome to complete this survey and your participation is appreciated.

ABOUT YOU

How many years have you attended [insert church name]?
☐ 0-1 ☐ 2-3 ☐ 4-5 ☐ 6-9 ☐ 10-19 ☐ 20+

In an average month, how many times do you attend services?
☐ 1x per month ☐ 2x per month ☐ 3x per month ☐ 4x per month

What service do you most often attend (when we have two services)? ☐ 9am or ☐ 11 am

What is your age? _____ What is your gender? ☐ Male or ☐ Female

What is your marital status?
☐ Single ☐ Married ☐ Common Law ☐ Widowed ☐ Divorced

If you have children ages 0 to 18 who attend [insert church name], please provide the ages of those who attend.

	0-12mths	1-3yrs	4-6yrs	7-9yrs	10-12yrs	13-15yrs	16-18yrs
Age of child #1							
Age of child #2							
Age of child #3							
Age of child #4							
Age of child #5							
Age of child #6							

If you have children who do not attend [insert church name], why do they not?

_____

_____

Please indicate the highest education level you completed:
☐ High-School Diploma ☐ Graduate Degree
☐ Bachelor's Degree/College Diploma ☐ None

What municipality do you live in? _____

YOUR INVOLVEMENT WITH [INSERT CHURCH NAME]

What ministries do you serve in as a volunteer leader/helper? (Please check all that apply)

- ☐ Children's Ministry
- ☐ Youth
- ☐ Young Adults
- ☐ Women's Ministry
- ☐ Men's Ministry
- ☐ Guest Services
- ☐ Worship
- ☐ Tech/Media
- ☐ Usher
- ☐ Welcome
- ☐ Bible Study Group
- ☐ Other:
- ☐ Other:
- ☐ Other:
- ☐ Other:

What ministries do you personally participate in or benefit from? (Please check all that apply)

- ☐ Children's Ministry
- ☐ Youth
- ☐ Young Adults
- ☐ Women's Ministry
- ☐ Men's Ministry
- ☐ Guest Services
- ☐ Worship
- ☐ Tech/Media
- ☐ Usher
- ☐ Welcome
- ☐ Bible Study Group
- ☐ Other:
- ☐ Other:
- ☐ Other:
- ☐ Other:

If you have not participated in any area of church ministry, please indicate why.

_____

What are the most significant reasons why you attend [insert church name]? (choose 1-3)

- ☐ Sunday morning service
- ☐ Preaching/Teaching
- ☐ Accountability/Discipleship
- ☐ Other:
- ☐ Music/Worship
- ☐ Community/Fellowship
- ☐ Volunteer/Service Opportunities
- ☐ Other:
- ☐ Kids Ministries
- ☐ Youth Ministries
- ☐ Location
- ☐ Other:

What do you believe are the most significant reasons *other people* attend [insert church name]?

_____

_____

What are two things [insert church name] does really well?

1. _____

2. _____

What are two things [insert church name] could do better?

1. _____

2. _____

Where do you feel our church could use the most improvement or development?

- ☐ First impressions
- ☐ Connections with younger generations
- ☐ Inter-Generational Connections
- ☐ Building community
- ☐ Evangelism
- ☐ Worship (music)
- ☐ Teaching/preaching
- ☐ More volunteers
- ☐ Financial management
- ☐ Administration
- ☐ Prayer
- ☐ Other: _____
- ☐ Other: _____

What three things *should be* the most important to us at [insert church name]?

1. _____

2. _____

3. _____

Which of these programs/ministries should be the most important to us at [insert church name]?

- ☐ First impressions
- ☐ Connections with younger generations
- ☐ Inter-Generational Connections
- ☐ Building community
- ☐ Evangelism
- ☐ Worship (music)
- ☐ Teaching/preaching
- ☐ More volunteers
- ☐ Financial management
- ☐ Administration
- ☐ Prayer
- ☐ Other: _____
- ☐ Other: _____

Which of the following should be our highest missions priority?

What other aspects or programs do you believe should be added to [insert church name] (if any)?

_____

_____

COMMUNITY

Where would you say you experience the greatest sense of community or order of most (1) to least (5)

Church	1	2	3	4	5
Neighbourhood	1	2	3	4	5
Workplace	1	2	3	4	5
School	1	2	3	4	5
Family	1	2	3	4	5

Where would you say God has led you to minister most to others – in order of most (1) to least (5)

Church	1	2	3	4	5
Neighbourhood	1	2	3	4	5
Workplace	1	2	3	4	5
School	1	2	3	4	5
Family	1	2	3	4	5

In order of importance, where do you sense our missional priority should be? Mark only one per row.

	Low Importance	Somewhat Important	Moderate Importance	High Importance	Highest Importance
Local Community (neighbours, colleagues, friends)					
City-wide initiatives with other churches					
National Missions					
International Missions					

In a few sentences, how would you describe the spiritual climate of your neighbourhood (For example, are people open to conversations about spirituality in general and/or Christianity in particular)?

ABOUT OUR LEAD PASTOR

On a scale of 1-7 with 1 being least important and 7 being most important, please rank the following as qualities of a Lead Pastor.

	Low Importance	Somewhat Important	Moderate Importance	High Importance	Highest Importance
Mentoring Staff					
Raising and equipping men and women as leaders					
Preaching					
Teaching					
Administration/management					
Visionary					
Pastoral Care					
Counselling					
Community Leadership (outside the church)					
Missions/Outreach					
Evangelism					
Worship leading					
Other					

Please rank the following in order of importance as qualities of a lead pastor, from most important (1) to least important (9).

Missions Advocate	1	2	3	4	5	6	7	8	9
Leadership	1	2	3	4	5	6	7	8	9
Community Leader outside the church	1	2	3	4	5	6	7	8	9
Teacher	1	2	3	4	5	6	7	8	9
Shepherd	1	2	3	4	5	6	7	8	9
Pulpit Ministry	1	2	3	4	5	6	7	8	9
Administrator	1	2	3	4	5	6	7	8	9
Worship Leadership	1	2	3	4	5	6	7	8	9

What elements of preaching style most effectively communicate God's Word to you? Select top 5.

- ☐ Strong biblical knowledge
- ☐ Application to everyday life
- ☐ Intellectually challenging
- ☐ Humour
- ☐ Appeal to passion/emotion
- ☐ Apologetics (defending why we believe)
- ☐ Illustrations/stores
- ☐ Challenging the status quo
- ☐ Relatable/Personal style
- ☐ Exegetical teaching (interpretation of biblical text)

Any Additional Comments?

_____

_____

_____

Optional: If willing, please share your name: _____

Thank-you! Your answers are very helpful as the Pastoral Search Committee moves forward.
We invite you to join us in prayer during this time of evaluation.

Appendix F: Discernment Town Hall Meeting Sample Agenda

Dessert Night Information Meeting
June 24, 2009
6:00 pm – 8:00 pm

6:00 pm **Dessert and Fellowship**

6:20 pm **Introduction**

- Discernment process (Spiritual process)
- Call to prayer and fasting
- Purpose of the congregational questionnaire
- Purpose of tonight's information meeting
  - Not an interrogation, not a forum to express grievances or criticism.
  - Familiarization with the candidate's vision, missional priorities, ministry philosophy.

6:30pm **Dialogue and Guided Discussion**
(additional questions from congregation)

1. Candidates personal spiritual journey
   a. Family background
   b. Call to ministry
   c. Spiritual gifts
   d. Ministry strengths and growth edges
2. Candidates ministry philosophy
   a. Core values
   b. Ministry practices
      i. Preaching
      ii. Teaching
      iii. Corporate prayer / intercession
      iv. Evangelism
      v. Ministry programs
      vi. Visitation
      vii. Counselling
      viii. Leadership development
      ix. Church administration
3. Candidates vision and missional priorities
   a. What kind of church has God called this Assembly to be? What has God called this assembly to do?
   b. Describe your three missional priorities in terms of engaging the community.
4. Candidates view regarding global missions
   a. In what ways should this local church engage global missions?

7:50 pm **Wrap-up & Prayer** Discernment Committee

Appendix G: Church Profile Form (Self-Study)

1. Name of Church: _____

2. Mailing Address: _____

   City: _____ Postal Code: _____ Phone: _____

3. Position Available: _____ Today's Date _____
   (Pastor, Assistant Pastor, Youth Ministry, etc.)

4. Chairperson of the Pastoral Search Committee: _____

   Address: _____

   City: _____ Postal Code: _____ Phone: _____

5. Membership: 5 years ago _____ Today _____

   Adherents: 5 years ago _____ Today _____

6. Age Profile: % under 20 ____; %20-34 ____; %35-49 ____; % 50-64 ____; % 65 & Above ____

7. Budget: Five Years Ago: Today:

Total Budget:	$_____	$_____
Overseas Mission:	$_____	$_____
% of Total Budget:	$_____	$_____
Home Missions:	$_____	$_____
% of Total Budget:	$_____	$_____
Other:	$_____	$_____
% of Total Budget:	$_____	$_____
Total Missions:	$_____	$_____

Average yearly contribution per active member: (indicate % amount per category)

$200 or less _____ $200-$500 _____ $500-$1000 _____ $1000-$2000 _____

$2000-$3000 _____ $3000-4000 _____ $4000 and above _____

8. Service Schedule: Times

Sunday Services	_____
Sunday School	_____
AM (Early)	_____ am
AM	_____ am
PM	_____ pm
Mid-Week	_____ am/pm
_____ (Other Days)	_____ am/pm

9. Church Attendance (year) — 5 year profile

	20_____	20_____	20_____	20_____	20_____
AM Service	_____	_____	_____	_____	_____
PM Service	_____	_____	_____	_____	_____
Sunday School Enrolment	_____	_____	_____	_____	_____
Sunday School Average Attendance	_____	_____	_____	_____	_____

10. Children's Program/Organization (Ages 3-12). Describe briefly.

_____

_____

_____

11. Youth Programs/Organization (Ages 13-21). Describe briefly.

_____

_____

_____

12. Adult Groups/Organizations (Age 22 or older).

_____ Name	_____ Frequency of Meeting	_____ Attendance
_____ Name	_____ Frequency of Meeting	_____ Attendance
_____ Name	_____ Frequency of Meeting	_____ Attendance
_____ Name	_____ Frequency of Meeting	_____ Attendance

13. Community Outreach - In what ways has your church reached out in evangelism in your community in the past year?

_____

_____

_____

14. Ecumenical Outreach - In what ways have you co-operated with other churches in your community during the past year?

_____

_____

_____

15. Buildings:

Are your buildings adequate for your present progress? _____

Do you plan any capital expenditure during the next five years? _____

If yes, please explain briefly.

_____

_____

_____

Is there a mortgage indebtedness? _____ Amount? $_____

Of how long standing? _____ Annual rate of repayment $_____

16. Financial Assistance:
Do you receive financial assistance from the District? _____

If yes, please explain briefly.

_____

_____

17. Pastor's Study - In Church _____ In Parsonage _____ Other _____

18. Staff - List all salaried staff in addition to the Pastor:

_____ Full time _____Part time _____

_____ Full time _____Part time _____

_____ Full time _____Part time _____

_____ Full time _____Part time _____

_____ Full time _____Part time _____

19. Board Membership: List ages and occupations of present Board members:

Age	Occupation	Age	Occupation
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

20. Choose up to <u>six</u> of the following activities of the Christian Ministry which you consider to be <u>most</u> important as you look to the immediate future of your congregation.

_____ Adult Education	_____ Leading Worship	_____ Personal Evangelism
_____ Administration	_____ Ministry to Families	_____ Preaching
_____ Children's Work	_____ Missions Promotion	_____ Small Groups
_____ Community Action	_____ Pastoral Calling	_____ Vision Casting
_____ Denominational Involvement	_____ Pastoral Counselling	_____ Youth Ministry
_____ Leadership		

21. In a typical week, how many hours do you expect your pastor to spend on top priority activities? (Please indicate for each of your six choices in question #20, above; include time for preparation of these activities. Hour categories are listed below to aid calculation).

First Choice:	1-5 ____;	6-10 ____;	11-15 ____;	16-20 ____;	over 20 ____
Second Choice:	1-5 ____;	6-10 ____;	11-15 ____;	16-20 ____;	over 20 ____
Third Choice:	1-5 ____;	6-10 ____;	11-15 ____;	16-20 ____;	over 20 ____
Fourth Choice:	1-5 ____;	6-10 ____;	11-15 ____;	16-20 ____;	over 20 ____
Fifth Choice:	1-5 ____;	6-10 ____;	11-15 ____;	16-20 ____;	over 20 ____
Sixth Choice:	1-5 ____;	6-10 ____;	11-15 ____;	16-20 ____;	over 20 ____
All Other:	1-5 ____;	6-10 ____;	11-15 ____;	16-20 ____;	over 20 ____

How many hours would you wish your pastor to spend in study, prayer and meditation?

1-5 ____; 6-10 ____; 11-15 ____; 16-20 ____; over 20 ____

It would concern us if our pastor was working more than _____ nights a week.

22. Age preferences for pastor: (Check as many as you wish to consider).

Under 30 ____; 31-40 ____; 41-50 ____; 51-60 ____; 61-65 ____; Over 65 ____

23. Special Training/Experience Desired (briefly describe):

_____

_____

_____

24. Language Preferences:

_____

25. In Our Congregation...

	Few	Many	Most	
(1)	_____	_____	_____	have had up to 12 years of education
(2)	_____	_____	_____	have had some education beyond high school
(3)	_____	_____	_____	have a college degree
(4)	_____	_____	_____	have a graduate degree

26. In Our Congregation... (Include retired people in the calculation)

(1) _____% of the congregation are industrial workers

(2) _____% of the congregation are business people

(3) _____% of the congregation are farmers

(4) _____% of the congregation are post-secondary students

(5) _____% of the congregation are in professional vocations

27. Age Breakdown in our Congregation: Approximately

(1) Children 0-12 _____

(2) Youth 13-18 _____

(3) Young Adults 19-30 _____

(4) Adults (excluding Seniors) 31-64 _____

(5) Senior Adults 65+ _____

28. Type of Community Served:

(1) _____ Rural, under 2,500

(2) _____ Town, 2,500 - 9,999

(3) _____ Small City, 10,000 - 49,000

(4) _____ Metropolitan-Suburban, 50,000+

(5) _____ Metropolitan Inner City, 50,000+

(6) _____ Metropolitan-Urban, 50,000+

29. The Income Level of the People in our Congregation tends to be:

(1) _____ About the average for our community.

(2) _____ Somewhat below the rest of the community.

(3) _____ Somewhat higher than the rest of the community.

30. The Last Annual Salary we paid a pastor was $_____.

The average annual increase over the last three years was _____%

The approximate annual value of benefits provided our pastor was:

Car Allowance	$_____
Housing Allowance	$_____
Rental Value of Parsonage	$_____
Disability Insurance	$_____
Book Allowance	$_____
Education Allowance	$_____
Utilities	$_____
Other (specify)	$_____

31. Parsonage:
Current Market Value $_____
Number of Bedrooms _____

32. Record of Last Three Pastors

Name	Date of Service
_____	_____
_____	_____
_____	_____

Name of the Pastoral Committee Chairman _____

Phone: Res: _____ Bus: _____

Address:

_____

_____

Appendix H: Sample Church Profiles

In this appendix, we include two sample profiles to assist you in compiling your church profile.

Sample #1

Church Profile of Christian Pentecostal Church

123 Main Street, City, Prov, Zip Code
Phone: (604) 555-5555 Fax: (604) 444-4444
e-mail: samplechurch@church.org
website: www.samplechurch.org

1. Pastoral Position Available: Senior Pastor
2. Our Vision:

   To be a Spirit-filled, worshipping church which God uses as an instrument of change and revival in extending His Kingdom throughout our community, our country and our world.
3. Our Missional Priorities:
   a) To glorify God in Spirit-filled worship and conduct
   b) To reach the lost through fervent evangelism
   c) To be a house of prayer
   d) To make disciples through a process of planned teaching and training e) To build Spirit filled leaders in God's church
   e) To establish family and multigenerational, multinational relationships through the fellowship of the Holy Spirit
   f) To establish and expand God's Kingdom through our missions sending, outreach and support ministries
   g) To be a community of faith which is a beacon of salt and light in the Lower Mainland of British Columbia
4. Stats:
   a) Please see Appendix I for some useful statistical information about our communities, campuses, facilities and finances
5. Community Context:
   a) Campuses located in Surrey, Coquitlam, Vancouver and Nanaimo
   b) Our campuses are located in some of the fastest growing regions of the British Columbia
6. Church Composition
   a) Self- governing assembly affiliated with the Pentecostal Assemblies of Canada (PAOC)
   b) 938 Official Voting Members (2 years ago = 936) (5 years ago = 950 members)
   c) 9 Elected members of the Leadership Team (Board)
      i. Occupations: Construction & Development, Prayer Ministry Leader, Business Consulting, Accounting, Teacher, Operations Planner, Restoration
      ii. Age range: 37-70
   d) Age Demographics:
      i. A broad representation of all age groups and ministries
   e) Ethnicities
      i. Our church is comprised primarily of Caucasians with a number of ethnic minorities represented

7. Overall Ministry Programs:
    a) Christian Education is provided during all services for children up to pre-teen age
    b) Worship:
        i. Worship style: Contemporary with the occasional infusion of some relevant hymns, enhancing spirit-led open worship
        ii. Worship teams – Campuses have strong bases of musicians and worship leaders who are on rotations
        iii. Instrumentalists: Normally – Piano/Keyboard, Bass Guitar, Electric Guitar, Acoustic Guitar, Drums and background vocalists
    c) Mid-Week Programs:
        i. Life Groups (adults) / Hubs (youth/young adults) – Various days of the week
        ii. Next Gen (youth & young adults) weekly services – Tuesday evenings (Surrey), Wednesday evenings (Coquitlam), Thursday evenings (Nanaimo), Friday evenings (Vancouver)
        iii. Preteen ministry – Sunday mornings (Surrey), Friday evenings (Vancouver)
        iv. Children's – Wednesday evenings Surrey and Vancouver
        v. Intercessory Prayer – Tuesdays 6:00 AM (Surrey)
        vi. Alpha - Wednesday nights (Surrey), Friday nights (Vancouver)
        vii. Recovery Ministry – Thursdays (Surrey)
        viii. Youth Alpha
    d) Missions
        i. 38 missionaries supported on a regular basis
        ii. Involved with work in Canada, Crimea, Ethiopia, Europe, Guatemala, India, Israel, Laos, Philippines, Poland, Russia, Siberia, Southeast Asia, Uganda, UK, Ukraine, Vietnam, Zambia
        iii. Please see Appendix I for some of the financial information pertaining to missions.
    e) Outreach Program
    f) Interns
        i. Discipleship & Ministry training program
    g) English as a Second Language (Surrey)
    h) Preschool (Surrey)
    i) Adult Ministries
        i. Men's Events
        ii. Men & Women Encounter Weekends
        iii. Women's conferences / retreats
        iv. Women's weekly fellowship (Wednesdays)
    j) Seniors Ministries
    k) Care Ministries
        i. Weddings, funerals, benevolence
        ii. Divorce Care
        iii. Grief Share
    l) Cross Cultural Ministries
        i. Translation provided at a number of the services

CPC CHURCH PROFILE APPENDIX 1 - STATS

	Surrey	Vancouver	Recovery	Coquitlam	Nanaimo
Population of the communities served by campus (2011)	830,869	130,214	See Langley	215,773	11,435
Avg. Sun. morning attendance – 2013 / 2011 / 2008	1774 / 2061 / 1561	255 / 313 / 267	311 / 179 / N/A	159 / 120 / N/A	56 / 60 / N/A
Staff (incl. full and part time) – Feb 24, 2014	55	5	5	4	1
Sunday service times	9, 11 AM	11 AM	6 PM	10 AM	11 AM
Facilities:					
Owned / Leased	Owned	Owned	See Surrey	Leased (Cineplex)	Owned
Sq Footage of buildings	78,397	39,638	See Surrey	N/A	4,080
Property Assessments (2014)	$8,075,100	$2,816,500	See Surrey	N/A	$321,000
Main auditorium seating	1,420	624	See Surrey	400	120
No. of classrooms	28	18	See Surrey	4	5
No. of office spaces	34	34	See Surrey	N/A	1

Financial Information:	**2013**	**2011**	**2008**
Annual receipted donations (including missions)	$6,873,548	$7,001,000	$7,358,170
Missions Giving	$1,103,803	$1,664,230	$2,016,724
Annual income from all sources (receipted and non-receipted registrations and activities)	$8,180,656	$8,001,614	$8,047,275
Gifts made to other Canadian charities	$703,684	$1,004,600	$1,479,082
Activities Outside Canada	$419,052	$708,035	$777,386
Mortgage Indebtedness on May 10, 2014)	$0		

Sample #2

Church Profile of Genesis Pentecostal Church

123 Main Street, City, Prov, Zip Code
Phone: (604) 555-5555 Fax: (604) 444-4444
e-mail: samplechurch@church.org
website: www.samplechurch.org

1. Pastoral Position Available: Lead Pastor

2. Our Vision Statement:
To become a Cornerstone of our Community…
…by being a Friendly, Nurturing and Caring Church built on the ***ROCK***, Jesus Christ.
(1 Peter 2:4)

3. Our Missional Priorities:
To be the **ROCK** upon which the spiritual foundation of our community is formed.
Our missional priorities include providing**:** New Starts for non-Christian people, Spiritual Renewal & Stability for those who have lost their moral fidelity, Supernatural Strength for those who are weak and Moral Standards for those immersed in post modernism.
We Prioritize…
   - Relationships:
     We value spiritual intimacy with Jesus Christ and relational unity among all of God's people within our church & community.
   - Outreach:
     We believe the church was created by God to be a gathering of people from all cultures, who come to know Him as Lord and Saviour and proclaim the Good News of Jesus Christ to others throughout the world.
   - Christ-Centeredness:
     While many people worship, not everyone worships Jesus Christ. We believe True Worship is a Christ-Centered lifestyle that is practiced wholeheartedly.
   - Kingdom Building:
     We believe that Spiritually Gifted people build God's Kingdom while being involved in life changing ministry through His church.

   Our Commitment to the Vision and Missional Priorities:
   All People who belongs to Surrey Pentecostal Assembly pledge to attain God's Vision and fulfill our Missional Priorities by…
   - *Inviting and welcoming* people from every *culture* into a living relationship with Jesus Christ.
   - *Preserving* the Biblical standards of *purity and holiness* in their personal lives, while being advocates of the same standard in our Community, Province, Country and World.
   - Being committed to *intercessory prayer* for people within their Families, Communities, Province, Country and World.
   - Being *involved influentially*, at all times, with people who do not believe in Jesus Christ.
   - Using *their spiritual gifts, talents, time, and financial resources* to teach, preach, and proclaim the Good News about Jesus Christ.
   - Actively *sustaining the work of World Missions* through prayer, financial support and participation in sending forth those called to be Missionaries.
   - *Maintaining unity* within our church so that the work of God will prosper.

4. Community Context:
   a. Metropolitan – Urban City
   b. Population of Surrey 394,976 (2005)
   c. 3rd fastest growing city in British Columbia – 1500 people per month (2005)

5. Church Composition:
   a. Self-governing Assembly affiliated with the PAOC.
   b. 685 Overall Adherents (those who call GPC their home church)
   c. 350 Average Sunday Morning Attendance (5 years ago = 240 average)
   d. 142 Official Voting Members (5 years ago = 113 members)
   e. 7 Elected Deacons
      i. Occupations: School Principal, Owner of a Sign Company, Steel Fabricator, Aviation Maintenance Supervisor (retired), Private Investigator, Regional Manager of a well-known bakery, Construction Superintendent.
   f. Age Profile of our congregation:
      i. 13% under age 20
      ii. 8% between ages 21-34
      iii. 40% between ages 35-49
      iv. 29% between ages 50-64
      v. 10% over 65
   g. Occupational Profile of our congregation:
      i. Educators 17%
      ii. Medical / Nursing Field 22%
      iii. Business / Management / Sales professionals 9%
      iv. Construction / Engineers 6%
      v. Information Technology / Media 4%
      vi. Financial / Investment Banking / Accountants 7%
      vii. Retired / Pensioners 16% (4% retired from Christian Ministry / Missions)
      viii. Students 12%
      ix. Government Employees / Service Industry 7%
   h. Cross Cultural Profile of our congregation:
      i. 27% Canadian / American
      ii. 39% European / German
      iii. 12% East Indian / Fijian / Punjabi / Aboriginal
      iv. 8% Filipino
      v. 5% African
      vi. 5% Korean / Chinese / Japanese
      vii. 4% South American / Mexican
   i. Church Staff Profile:
      i. Full Time Lead Pastor
      ii. Full Time Associate Pastor
      iii. Full Time Youth and Pre-teen Pastor
      iv. Volunteer Senior Adult + Visitation Pastor
      v. 2 Volunteer Cross-Cultural Pastors (Fijian & Korean)
      vi. ¾ Time Office Administrator
      vii. Volunteer Receptionist
      viii. Sub-contracted Bookkeeper
      ix. Sub-contracted Custodian
   j. Church Financial Profile:
      i. Annual Unrestricted General Fund Income 2006 = $ 365,363
      ii. Annual Total Income from all sources (Capital Stewardship) 2006 = $865,463
      iii. World & Home Missions Giving (Inc Youth Missions Trip) = $25,576
      iv. Mortgage Indebtedness = $1,775,000
      v. 2007 Property Assessment = $3,780,000 (land only)
      vi. Total Building Budget = $3,690,000

6. Overall Ministry Programs:
   a. Sunday School 9:30-10:15am
   b. Morning Celebration 10:30am – 12:00 noon
      i. Worship Style: A Balanced blend of Contemporary and Time-honoured Music, with the infusion of some relevant hymns, enhancing Spirit-Led open worship
      ii. 4 Worship Teams (Leaders Accompanied by back-up vocalists, & choir)
      iii. Instrumentalists: Piano, Bass Guitar, Electric Guitar, Acoustic Guitar, Drums, and occasionally the accompaniment of various orchestral instruments
   c. Evening Interactive Worship 6:00 – 7:30pm (Recessed due to facility transition)
   d. Mid-week Programs:
      i. Cell / Care Groups – Wednesdays and Thursdays
      ii. Family Night (Kids, Pre-teens, Youth) – Tuesdays 7:00 – 8:30pm
      iii. Intercessory Prayer – Tuesdays 10:30am
      iv. Ladies Bible Study – Wednesdays 10:00am to 11:30am
      v. College and Career – Sundays 7:00pm
   e. Outreach Program BLISS – 4th Saturday of the month
      i. Distribution of Food, Clothing, Necessity Items to the marginalized residents of the Fraser Valley area
      ii. Music, Christian literature distribution, drama, children's activities, and one-to-one evangelism.
   f. Adult Ministries
      i. Men's Time Out – 3rd Saturday Morning of the month
         1. Outreach events include: Pool tournaments, Golf tournaments, Fishing trips.
      ii. Friends and Co (Women's ministry) – 4th Saturday Morning of every month offset by the 4th Friday Night of the alternating month.
      iii. Family Focus – Banquets, Picnics, Annual Family Camp, Dinners for 8.
      iv. Annual Couples Retreat.
   g. Seniors Ministries (Legacy Builders)
      i. Monthly Luncheons (special speakers)
      ii. Day trips (Sandcastle Competition, Minter Gardens, Etc.)
   h. Cross Cultural Ministries
      i. Weekly Bible Study
      ii. Monthly Social Event
      iii. Korean / Japanese Student Missions

7. Church Facilities and Equipment:
   a. 25,480 sq ft building on 3 acres of land located in central Surrey. (to be completed Aug 07)
      i. 650 seat sanctuary (350 seat future balcony unfinished)
      ii. 5 Offices
      iii. 11 Classrooms for Christian Education
      iv. Youth Drop-in Center
      v. Prayer Chapel
      vi. Nursery, Toddler Care Center
      vii. Multipurpose Room + Kitchen
   b. Vehicles: 38 passenger Bluebird Bus, 20 ft Cargo Trailer.
   c. Computers, Printers, Information Technology Equipment, Sound and Projection Equipment.

Sample #3

Church Profile of The Psalms Pentecostal Church

123 Main Street, City, Prov, Zip Code
Phone: (604) 555-5555 Fax: (604) 444-4444
e-mail: samplechurch@church.org
website: www.samplechurch.org

Mission Statement:
To be known in the community as a loving and caring people who welcome everyone just as they are, to join us in our journey toward a loving relationship with God the Father, our Lord Jesus Christ empowered by the Holy Spirit.

Church Ministries:

- Sunday Services - 10 am and 7 pm (except no evening services in the summer)
- Mid-Week Services – 7 pm
- Inter-Church Noon Hour Prayer on Thursday (1 per month)
- 50+ Ministry for those over 50 with an outreach focus (20 – 60 attendees monthly)
- Women's Ministries (10 – 15 attendees monthly)
- Meal on the Mound (feeding the homeless) a program in conjunction with the Ministry of Health (The Psalms Pentecostal Church does this the 4th Friday of each month)
- Meal for the Needy, Lonely and Hungry (usually the 2nd Saturday each month) was carried out for over 10 years and ceased in November 2008 (there are many more provisions and services for the homeless and those in need now)
- Extended Care Facilities services at 2 pm (about every 3 weeks)
- Participation in the city's Ministerial Association to foster inter-church relationships and community outreach (includes prayer walks, inter-church special services, hosting the Watoto Children's Choir and other special presentations to the community at large)
- Ladies Tuesday morning prayer (monthly)
- Strong Missions and MAK focus (promoted first Sunday of each month at a minimum)
    - Commitment to support 2 PAOC Missions monthly with other Missions promoted periodically (Priority One, ERDO, Campus Crusade for Christ, etc.)
- Samaritan's Purse Christmas Shoebox Coordination Centre for the city
- Church Sign posts a different thought-provoking saying each week as outreach to the community (we are known and recognized for this sign)

Community We Serve:
Located in the suburbs of Vancouver, British Columbia, our community fits into the Small City category of 10,000 – 49,000 although the greater area has up to 80,000 residents. The City of Anywhere is only 1 square mile in size but we are surrounded by the Municipality of North Chowan to the north, Chowan Tribes to the south and east, as well as numerous neighbouring communities such as Maple Glen, Elgin Bay, Chowan Bay, and Winter Lake. Members and Adherents come from most of these areas. Other Pentecostal Assemblies can be found in Chenus and Lamith.

<u>Culture:</u>
Multiculturalism is fostered and there are large First Nations and Sikh communities within the area.

<u>Economic Impacts:</u>
The area continues to grow and attract large businesses (Home Depot, Winners, Wal-Mart, etc.) despite the economic downturn. The forest industry has been hit the hardest with large numbers of workers laid off.

Age Profile:
Although new developments are trying to draw people in all stages of life, the senior, retired population continues to see the greatest increase.

Church Composition:

- Self-governing Assembly affiliated with the PAOC
- 69 Adherents and Members that call our church home
- Average Sunday morning attendance is 46
- 39 Voting Member
- 4 Elected Deacons (3 Retired, 1 Manager)
- Age Profile (few youth, young adults and adults, mostly seniors and retired)
- Church Staff (1 part-time Secretary, 1 part-time Janitor, 1 volunteer Maintenance)

Church Facilities and Equipment:

- ~6000 square foot building on 2 ¼ stories
- 125 seat sanctuary with Sound and Projection Equipment
- 1 Nursery
- 3 Offices and office equipment
- 5 Classrooms / Storage Rooms
- 1 Kitchen
- 1 Fireside Room
- 1 Stair-lift, providing access to sanctuary and lower level facilities
- 3 Washrooms including 1 Handicapped Washroom
- Parking for 46 vehicles

Church Finances:

- Mortgage Free
- Investments from sale of Property have allowed us to do some extensive renovations and upgrades recently (stair-lift and washrooms)

Pastoral Search Committee Contact:
Jane Smith, Chair
Jane.Smith@email.net

Appendix I: Sample Pastor Profiles

In this appendix, we include three sample profiles to assist you in compiling your lead pastor profile.

Sample #1

Lead Pastor Search Profile
For Christian Pentecostal Church

SENIOR PASTOR PROFILE

The following criterion serves the Pastoral Search and Discerning Committee of Christian Pentecostal Church (CPC) as a guide in matching the spiritual qualifications, personality traits, and characteristics of prospective pastoral candidates with the distinct character, style and values of our church.

Position Summary:
The Senior Pastor of CPC is responsible for the overall spiritual and executive leadership of CPC's congregation and staff, the fulfillment of CPC's purpose and mission, alignment of CPC's values and the realization of its goals. Position is accountable to the CPC Leadership Team (Board).

Senior Pastor Qualifications:

1. Spiritual Leader who has a heart for worship, evangelism, teaching and revival.
2. Called and determined to see the establishment of God's Kingdom in our assembly, in our community, in our country and in our world.
3. A visionary leader of leaders and a builder of people who can employ and develop and release people in their areas of strength.
4. Meet the scriptural prerequisites found in 1 Timothy 3:1-7, Titus 1, 1 Peter 5:2, and Matthew 28:19-20.
5. Hold credentials with the Pentecostal Assemblies of Canada (PAOC), the Assemblies of God (AOG) or one whom the executive officers of the BC/Yukon PAOC District approve.
6. Proven track record of Pastoral Leadership, preferably having served as the lead pastor or senior associate pastor of another assembly that was larger than 500 people and/or leading a team of at least 15 people.

Worship Style:

1. The Senior Pastor does not necessarily have to possess musical skills or vocal ability, however, he must be a fervent, Spirit-filled, charismatic worshipper who is supportive of contemporary and culturally relevant expressions of Biblical worship.
2. Endorses the use of various worship teams within the church and campus locations.
3. Seeks to encourage the use of the manifestation gifts of the Holy Spirit within Corporate worship.

Pulpit Ministry and Communication Skills:

1. Able to motivate our congregation to fulfill the eternal purposes of God and the vision of our assembly through the preaching of anointed, life applicable, and scripturally based sermons.
2. Main speaker at services but shares pulpit and provides opportunity for others to develop.
3. Passionate about sharing and teaching God's Word in a multi-campus environment where sermons are recorded and distributed through video links and website.
4. Able to develop and clearly communicate the vision and missional priorities of the church.
5. Demonstrates effective communication and public relations skills.
6. Proficient in all forms of communication and supporting technologies.
7. Demonstrates proficiency with conflict resolution and has strong people skills.

Administrative & Leadership Skills:

1. Able to develop a management leadership team to lead and execute CPC's global activities, ensuring that all required skills are developed.
2. Able to establish and promote Teamwork and Relationship as core values of staff and volunteers.
3. Possess efficient time management skills required to accomplish objectives in a fast-paced environment.

Pastoral Care and Focus:

1. Able to build, teach and develop a core group of leaders who would assist in meeting the needs of our people and extending God's Kingdom.
2. A visionary leader who is able to deploy people in their areas of strength and keep them accountable to the vision and goals of CPC.
3. Champion and guard the spiritual and doctrinal values of CPC.
4. Ability to nurture strong relationships with CPC Leadership Team members and together pursue a healthy, functioning team environment.

Community Involvement, Evangelism and World Missions:

1. Considers local & international missions and community outreach a priority and a core value of the local church.
2. Encourages the church to be involved with community events that impact the lives of all people in the local communities that CPC serves.
3. Embraces a cross-cultural ministry context.
4. Promotes and expands the work of world missions and the regular support of CPC's missionaries.

APPLICATIONS:

Expressions of interest and/or resumes should be sent to Name (email@email.com).

Sample #2

Lead Pastor Search Profile
For Genesis Pentecostal Church

The following criterion serves the Pastoral Search Committee of Genesis Pentecostal Church as a guide in matching the Spiritual qualifications, Personality traits, and Characteristics of prospective pastoral candidates with the distinct character and style of our Church.

Lead Pastor's Qualifications:

1. Must meet the scriptural prerequisites found in 1 Timothy 3:1-7, Titus 1, 1 Peter 5:2, Matthew 28:19-20.
2. Must be Ordained by the Pentecostal Assemblies of Canada (or be able to satisfy the requirements for Ordination within the PAOC).
3. Must have a proven track record of Pastoral Leadership, preferably having served as the lead pastor of another assembly that was larger than 150 people.
4. Although age is not a restrictive qualification, the preferable age range for our lead pastor would be 40-55 years old.

Worship Style:

1. The lead pastor does not necessarily have to possess musical skills or vocal ability, however he/she must be a fervent, Spirit-filled, charismatic worshipper who is supportive of contemporary and culturally relevant expressions of Biblical worship.
2. He/she must endorse the use of various worship teams within our church.
3. He/she must seek to encourage the use of the Manifestation Gifts of the Holy Spirit within Corporate worship.

Pulpit Ministry and Communication Skills:

1. The lead pastor must be able to motivate our congregation to fulfill the eternal purposes of God through the preaching of anointed, life applicable, and scripturally based sermons.
2. He/she must be able to develop and clearly communicate the vision and missional priorities of the assembly.
3. The lead pastor must possess effective communication and public relations skills.
    a. Must be Proficient in letter writing, telephone communication, and basic computer technology.
    b. Must be Proficient with conflict resolution and negotiation skills.

Administrative Skills:

1. The lead pastor must possess a basic understanding and working knowledge of business administration, basic bookkeeping/budgeting, information technology, computer skills, and the ability to lead a multi-staff office environment.
2. He/she must possess efficient time management skills.

Pastoral Care and Visitation:

1. The lead pastor must be able to develop our care group (HBS) leaders who would assist him/her in the pastoral care and visitation needs of our assembly.
2. He/she must be hospitable and participate in the ministry of visitation.
3. He/she must be willing to provide occasional pastoral counselling.

Community Involvement, Evangelism and World Missions:

1. The lead pastor should consider community outreach a priority.
2. The lead pastor must be willing to participate in the Fraser Valley Church Pastors Network.
3. He/she must encourage the assembly to be involved with community events that impact the lives of non-Christian people in the Lower mainland.
4. He/she must be willing to embrace a cross-cultural ministry context.
5. He/she must promote the work of world missions and the regular support of Genesis Pentecostal missionaries.

Sample #3

The Psalms Pentecostal Church
Anytown, BC
Pastoral Search Profile

Mission Statement:

To be known in the community as a loving and caring people who welcome everyone just as they are, to join us in our journey toward a loving relationship with God the Father, our Lord Jesus Christ empowered by the Holy Spirit.

Scriptural Foundation: 1 Corinthians 13

[1] Though I speak with the tongues of men and of angels, but have not love, I have become sounding brass or a clanging cymbal. [2] And though I have *the gift of* prophecy, and understand all mysteries and all knowledge, and though I have all faith, so that I could remove mountains, but have not love, I am nothing. [3] And though I bestow all my goods to feed *the poor,* and though I give my body to be burned, but have not love, it profits me nothing. [4] Love suffers long *and* is kind; love does not envy; love does not parade itself, is not puffed up; [5] does not behave rudely, does not seek its own, is not provoked, thinks no evil; [6] does not rejoice in iniquity, but rejoices in the truth; [7] bears all things, believes all things, hopes all things, endures all things. [8] Love never fails. But whether *there are* prophecies, they will fail; whether *there are* tongues, they will cease; whether *there is* knowledge, it will vanish away. [9] For we know in part and we prophesy in part. [10] But when that which is perfect has come, then that which is in part will be done away. [11] When I was a child, I spoke as a child, I understood as a child, I thought as a child; but when I became a man, I put away childish things. [12] For now we see in a mirror, dimly, but then face to face. Now I know in part, but then I shall know just as I also am known. [13] And now abide faith, hope, love, these three; but the greatest of these *is* love.

Pastoral Activity Priorities:

The following priorities were identified as we prayerfully thought about and discussed them:

1. Leading Worship
   a. Worship is a vital part of our services as we love to express our love for the LORD in praise, singing contemporary worship songs and old time hymns (no strobe lights please), sharing what the LORD has done in our lives, speaking and interpreting of tongues and prayer.
   b. Our ideal would be a Pastoral team that can lead and encourage our whole-hearted, corporate, Spirit-filled worship. Musical skills are a great benefit but we do have a wonderful praise team with talented pianists, guitarist and singers which we would like to build on and expand.
2. Pulpit Ministry
   a. Ideally, our Pastor is passionate about sharing God's Word, not just in preaching but as a daily outworking in his life and teaching us how to apply God's Word in our daily lives in the real world we live in today.
3. Personal and Spiritual Development
   (Providing resources and guidance for individuals in their devotional life, and for prayer groups, retreats and other small group experiences)
   a. Identify the needs or issues of church members and match them with suitable resources to address them.
   b. Encourage the fellowship of members outside of church for purposes of spiritual support and encouragement.
   c. Encourage and build missional (everyone is a missionary) outreach approach

4. Program Development
   (Establishing goals and organizing to create and implement programs in church and community)
   a. Includes the activities of evangelism, leadership development and stewardship.
   b. Initiate and encourage others in the growth of their leadership abilities.
   c. Support and encourage the development of programs from a variety of sources.

5. Inter-Church Cooperation
   (Working in inter-denominational programs or activities)
   a. Working in partnership with the city Ministerial Association to reach out to the Community, such as jointly bringing in Watoto Children's choir, Meals on the Mound, Samaritan's Purse Christmas Shoeboxes, Palm Sunday services and practical acts of love in the community

6. Administration
   (Managing the affairs of the congregation and its organization)
   a. A working knowledge of business administration and financial matters.
   b. Oversees the general administration of the church and ensure that all obligations are met.

As our present profile shows, most members and adherents are in the fifty plus year category. There is strong desire to grow our church by bringing in younger generations to ensure the continuation of the Church, and that from that growth Youth and Sunday School programs are developed. (A number of years ago our church was involved in a Youth Pastor training program and the desire is to move towards such a focus again.

There will be opportunities for meeting in homes, visiting the sick, helping people in crises, and we hope the Pastor will embrace these opportunities to serve and get to know the members better.

We know that the Lord has the perfect plan to bring us together. Please seek God's leading prayerfully as we will too be praying for God's choice to be revealed.

Pastoral Search Committee Contact:
Jane Smith, Chair
Jane.Smith@email.net

Sample #3

Vancouver Church
Senior Pastor Profile

Basic Criteria

- Ordained by the Pentecostal Assemblies of Canada (PAOC) or able to satisfy the requirements of Ordination within PAOC
- Bachelor's degree from a Bible seminary acceptable to the PAOC for ordination credential
- Proven track record of Senior pastoral leadership in an assembly that was larger than 150 attendees (minimum 5 years)
- Conversational in English
- Cross-cultural pastoral experience (preferably with North American Chinese)
- Preferably married and between the age of 35 – 55 years old

Desirable Qualities

1. Pulpit Ministry / Spiritual Development

- Encourages and models whole-hearted, Spirit-filled corporate worship
- Seeks to encourage the use of the Manifestation Gifts of the Holy Spirit as part of corporate worship
- Able to help develop the congregation to spiritual maturity through consistent delivery of spirit-inspired, life applicable and scripturally based sermons that are life changing
- Committed to developing believers' spiritual maturity through Bible studies, care groups, seminars, retreats, Christian resources etc.

2. Equipping Believers / Leadership Development

- Able to help the congregation to define the vision priorities for Vancouver Church, and to translate them into practical goals and strategies, both short-term and long-term
- Able to provide leadership to the pastoral team as a spiritual coach and mentor, overseeing the pastoral's team's progress and results
- Able to define and develop ministries for different age groups within Vancouver Church to meet their particular needs
- Able to train and develop leaders for various church ministries
- Committed to equipping every believer for Christian ministry by helping them discover their God-given gifts and talents
- Able to motivate, encourage and provide ministry opportunities so that these gifts are freely and fully exercised
- Encourages the congregation to take an active stand on current social issues, based on Biblical principles
- Possess excellent leadership and motivational skills

3. Administration / Communication

- Able to give general oversight to all administrative functions of the church, with basic knowledge of financial statements and budgeting and basic computer skills, ensuring that these functions are properly cared for in a timely fashion
- Able to fulfill the constitutional responsibilities of the church and conversant in conducting various meetings such as Congregational, Board and committee meetings etc.
- Possess excellent written and verbal communication, and inter-personal skills

4. Evangelism through Community Outreach and World Missions

- Committed to sharing the gospel with Metro Vancouver communities and to encouraging and equipping the congregation to do the same
- Considers cross-cultural evangelism opportunities through community outreach and involvement a missional priority
- Able to partner with Christian organizations and network on community outreach initiatives
- Committed to encouraging and empowering every believer to have a personal life mission and to promote personal involvement in short-term mission work
- Committed to inspiring believers to become increasingly involved in and supportive of global missions

Appendix J: Sample Job Description for Lead Pastor

Job Description
For the Lead Pastor of Genesis Pentecostal Church

Accountable To: The official membership of Genesis Pentecostal Church as represented by the elected deacons. The District Superintendent of the Pentecostal Assemblies of Canada, in matters of ministerial ethics, moral purity, doctrine, and issues of affiliation with our Fellowship.

Qualifications: I Peter 5:2, Matthew 28:19-20, I Timothy 3:1-7

Expectations:

Personal:
Blameless and above reproach within the church and community
Dignified and respectful of others
Not given to a double tongue or a double standard
Not given to substance abuse (zero tolerance)

Family Life:
If married, must display evidence of a well adjusted, spiritually mature and growing relationship within the members of his / her family
Must be a good manager of their household
Must display signs of spiritual leadership and mentorship in their home

Interpersonal Relationships:
Able to get along with others without strife or difficulty
Respected by both Christians and Non-Christians
One who Demonstrates wisdom and sound decision making

Educational Disciplines:
One who has been Ordained (and is in good standing) by the Pentecostal Assemblies of Canada
One who is a life-long learner
One who participates regularly in Spiritual Learning Communities

Spiritual Disciplines:
Proven to be a man/woman who prays and fasts regularly
Proven to be a man/woman who studies the Word of God
Proven to be a man/woman who regularly engages in the work of evangelism and missions
Proven to be a man/woman who tithes according to the Biblical model

Spirituality and Maturity:
Baptized in the Holy Spirit
One who demonstrates experience in spiritual leadership
One who demonstrates consistency in his/her walk with Christ
One who demonstrates a strong knowledge of God's Word and its application to personal living

Missional Priorities:

In Relation to the Church:
To read, pray, teach, preach, witness, counsel, clearly communicate the assembly's vision, and mobilize the missional priorities of our congregation
To remain current in "church-health" related literature
To oversee the planning and implementation of all church ministry programs
To make a conscious effort to meet new visitors
To keep the lines of communication open between the pastoral staff, deacons and other members of the assembly
To be ex-officio member of all committees within the church

To communicate with the congregation regularly through the written publications of the assembly
To cooperate with other Christian Ministry Leaders in our city
To serve as the chief executive officer of the church with regard to day to day operations, correspondence, government and legal matters pertaining to the assembly
In consultation with the deacons; To establish an annual budget and ensure its performance
To serve as the editor of all church advertising and public relations; including the church bulletin, newsletter, community profile, signage, etc.
To exercise church discipline and settle any disputes in consultation with the deacon board
To supervise all church staff and conduct annual performance appraisals and evaluations

In Relation to the Pastoral Team:
To build a meaningful relationship with the members of the pastoral team
To be a mentor / coach
To conduct regular weekly staff meetings
To mediate conflicts between staff members

In Relation to the church deacon board:
To be the chairman of the deacon board
To encourage and affirm the deacons to:
a) Grow spiritually
b) To be effective in their areas of ministry
c) To be accountable one to another

Results to be measured:

Church Health:	The assembly must exhibit signs of health in terms of Spiritual maturity, Biblical Literacy, Empowered Leadership, Gift Oriented Ministry, Inspirational Worship, Functional Organizational Structures, Small Group Ministry, Loving Interpersonal Relationships, Need-based Evangelism and Outreach
Church Growth:	The assembly must show signs of Conversion growth, Financial growth, Ministry growth, and increased Servant-hood among our members
Vision:	The assembly's vision must be clearly and consistently communicated to our members
Missional Priorities:	The four missional priorities of our assembly must be advanced in the daily life of our church. These missional priorities are: Relationships, Outreach, Christ-Centeredness, and Kingdom Expansion

Term of Office:

The senior pastor is called by the congregation following a democratic vote
He/she shall remain in office until one of the following conditions occur:
a) He/she feel that the Lord is directing him or her elsewhere, and he/she resigns
b) He/she is removed by due constitutional procedure

Effective Date: September 1st, 2007

Appendix K: Statement of Faith
of The Pentecostal Assemblies of Canada

WE BELIEVE the Holy Scriptures to be the divinely inbreathed, infallible, inerrant, and authoritative Word of God

WE BELIEVE that there is one God, eternally existent in the Persons of the Holy Trinity

WE BELIEVE in the virgin birth of the Lord Jesus Christ, His deity, His sinless humanity and perfect life, the eternal all-sufficiency of His atoning death, His bodily resurrection, His ascension to the Father's right hand, and His personal coming again at His second advent

WE BELIEVE that justification is a judicial act of God on the believer's behalf solely on the merits of Christ, and that regeneration by the power of the Holy Spirit is absolutely essential for personal salvation

WE BELIEVE in holy living, the present day reality of the baptism in the Holy Spirit according to Acts 2:4, the gifts of the Holy Spirit, and the Lord's supernatural healing of the human body

WE BELIEVE in Christ's Lordship of the Church, the observance of the ordinances of Christian baptism by immersion for believers and the Lord's Supper

WE BELIEVE in the eternal blessedness of the redeemed in heaven and the eternal doom of the unregenerate in the lake of fire

Appendix L: Ministerial Code of Ethics



for Credential Holders of
The Pentecostal Assemblies of Canada

PERSONAL STANDARD

1 The minister should be ever conscious of their high and sacred calling. *(2 Timothy 4:1-5)*

2 The minister should give diligent attention to the personal practice of biblical disciplines (*1Timothy 6:11-12)*, and to the personal development of the fruit of the Spirit. *(Gal 5:22-23)*

3 The minister should give adequate time to develop and maintain a spiritual readiness for faithfully discharging their ministerial responsibilities. *(2 Timothy 2:15)*

4 The minister should be diligent in prayer and in the reading of the Scriptures, and in personal development that would enhance effectiveness in ministry.

5 The minister should fulfill their ministerial duties using their God-given abilities and skills. *(1Timothy 4:12-16)*

6 The minister should maintain a high moral standard in both speech and conduct. *(1Timothy 6:1-10)*

7 The minister should strive to ever be commendable in manners and modest in appearance. (*1Timothy 3:1-7; 4:12)*

8 The minister should always conduct financial and business transactions in a manner that is above reproach.

9 The minister should strive to give leadership in discipline and conduct in their home and manage their family with consistency. *(1Timothy 3:8-13)*

10 The minister should adequately care for their own physical, emotional and psychological well-being.

PARTNERSHIP STANDARD

1 The minister is a representative of The Pentecostal Assemblies of Canada and should seek to reflect and enhance its good reputation at all times.

2 The minister should respect the offices of the fellowship's district and national leadership and seek to cooperate with district and national initiatives.

3 The minister should seek to enhance, and not disparage, the work of both their predecessor and successor.

4 The minister should endorse principally those global workers and initiatives of The Pentecostal Assemblies of Canada and, subsequently, agencies and partnerships that have been so approved.

5 The minister should steadfastly keep guard over their congregation and refrain from giving ministry privileges to any questionable persons.

6 The minister should seek to be engaged in community activities that serve to enhance their good testimony and not interfere with other essential ministerial duties. *(Acts 6:1-4)*

7 The minister should refrain from any form of interference in the affairs of another assembly.

8 The minister should actively engage in methods of evangelism and outreach that would honour the Lord and the core values of The Pentecostal Assemblies of Canada also respecting the ministry of neighbouring assembly.

PASTORAL STANDARD

1 The minister should accept their calling as a sacred obligation and faithfully perform those duties.

2 The minister should recognize their responsibility as a spiritual shepherd to all their flock and to those who have no shepherd. *(1 Peter 5:1-4)*

3 The minister should regard service and ministry as primary and remuneration and rewards as secondary.

4 The minister should never violate the confidence of those who seek help, except where disclosure is mandated by law.

5 The minister should seek to guard their church's good reputation in the community and its testimony to unbelievers.

6 The minister should take a leading interest in the local church property, seeing that it is kept in proper repair without creating burdensome financial obligations.

7 The minister should see that true and accurate church records are kept at all times.

8 The minister should be actively involved in mission activities, locally, nationally and internationally. *(Acts 1:8)*

I, hereby, have read, and abide by, the standards outlined in this document:

_____ _____

Signature: *Date:*

Appendix M: Pastoral Activity Form

This form lists numerous pastoral activities. It is not humanly possible to require any one person to fulfill all these roles with outstanding ability, so pick the top six areas of ministry which you feel your church needs the most at this time. Once you have picked these six, rate them in order of priority.

Select up to six of the skills listed below and then divide 50 points among them in a way which will indicate their importance to you in filling this position. (Example: You could put all 50 points beside one item or divide them up among your six choices)

	select only six ministries in order of preference	divide 50 points among the selected six ministries
Evangelism: Relating the Gospel and training others to do the same?	1 2 3 4 5 6	
Personal and Spiritual Development: Providing resources and guidance for individuals in their devotional life, and for prayer groups, retreats and other small group experiences	1 2 3 4 5 6	
Leadership Development: Planning for and sharing in the training of leaders for the church's program	1 2 3 4 5 6	
Leading Worship: Planning and conducting worship services	1 2 3 4 5 6	
Preaching:	1 2 3 4 5 6	
Administration: Managing the affairs of the congregation and its organization	1 2 3 4 5 6	
Program Development: Establishing goals, and organizing to create and implement programs in church and community	1 2 3 4 5 6	
Stewardship: Providing leadership and guidance for the faithful use of talents and resources for life and mission in the world	1 2 3 4 5 6	
Equipping Church Members: For integrating Christian faith in all the arenas of life	1 2 3 4 5 6	
Counselling: Providing specialized assistance to persons at transition points in life	1 2 3 4 5 6	
Visiting Homes: Calling in homes on a regular basis	1 2 3 4 5 6	
Crisis Visiting: Serving people in the midst of crises (eg: Illness, death, trauma, etc)	1 2 3 4 5 6	
Community Leadership: Organizing to meet stated needs (eg: drug problems, schools, fair housing, etc)	1 2 3 4 5 6	
Mission Outreach: Christian witness through evangelism	1 2 3 4 5 6	
Inter-Church Co-operation: Working in inter-denominational programs or activities	1 2 3 4 5 6	
Denominational Service: Representing the congregation by sharing in the work of all the avenues of the district when so called upon	1 2 3 4 5 6	
Christian Education: Leadership/oversight of	1 2 3 4 5 6	

Appendix N: Process Summary Sheet

Name of Candidate: _____

Date: _____

1. Pastor's Information Form Received _____
2. Initial acknowledgement letter sent _____
3. First Elimination decision _____
4. If definite "no", send rejection letter _____
5. Telephone references completed _____
6. Sermon evaluation completed _____
7. Second elimination decision _____
8. If definite "no", send verification letter _____
9. Schedule personal interview _____
10. Decision based on personal interview _____
11. Notification of decision sent _____
12. Schedule second personal interview _____
13. Notification of decision sent _____

(Staple this form to the inside of each candidate's file folder)

Appendix N: Process Summary Sheet

Name of Candidate: _____

Date: _____

1. Pastor's Information Form Received _____
2. Initial acknowledgement letter sent _____
3. First Elimination decision _____
4. If definite "no", send rejection letter _____
5. Telephone references completed _____
6. Sermon evaluation completed _____
7. Second elimination decision _____
8. If definite "no", send verification letter _____
9. Schedule personal interview _____
10. Decision based on personal interview _____
11. Notification of decision sent _____
12. Schedule second personal interview _____
13. Notification of decision sent _____

(Staple this form to the inside of each candidate's file folder)

Appendix O: Pastor Information Form

1. Pastor's name _____

2. Mailing Address _____

_____ Postal Code _____ Phone _____

Basic Biographical Information

1. Date of Birth _____ 19_____; Married _____

2. Give a brief summary of your conversion experience.

_____

_____

_____

_____

3. Education: List school, certificate/degree and year obtained (college or higher)

School	Certificate/degree	Date
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

4. Are you bilingual? _____. If yes, which language(s)? _____

5. Explain your spouse's involvement in your ministry.

_____

_____

6. Please check the position(s) below in which you are interested.

____ Senior Pastor	____ Assistant Pastor	____ Minister of Music
____ Youth Minister	____ Minister of C.E.	____ Minister of Pastoral Care
____ Minister of Administration		____ Other

Professional Experience

7. Credential presently held: _____

8. List ministry experience, giving length of service and position. If part-time, indicate. If a college/seminary student, give primary experience during field education or other related ministry experience.

Church	Position	Date of Service
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

9. Have you had any experience in pioneering new Assemblies? _____

   If so, explain: _____

   _____

   _____

10. Have you had any experience in a building program? _____

    If so, explain: _____

    _____

    _____

11. Describe your present (or last) ministry. What has gone well, what hasn't?

    _____

    _____

    _____

12. List secular work which has helped in preparation for your ministry.

    _____

    _____

    _____

13. What cultures (rural/inner-city/suburb/black/white/etc.) do you work in best?

    _____

    _____

    _____

Personal Evaluation

14. Which of the New Testament gifts do you feel are operative in your life?

15. What do you conceive your task as a minister to be?

16. Appraise yourself in the following functions of ministry.

Preaching: (How do you feel about its importance in relationship to your ministry? What types do you do most of - typical? Expository? Etc.)

Teaching: (What methods do you use? What age group are you best with?)

Evangelism: (What place does it have in your ministry? What methods have you used?)

Visitation: (How important do you feel it is in relation to your ministry?)

Counselling: (Evaluate your abilities)

_____

_____

_____

Administration: (List types of administration in which you have been involved. Evaluate your abilities)

_____

_____

_____

Rank these six functions of ministry in the order of where you feel most competent.

(#1 - most important, #6 - least important)

Prioritization	Time Allotment
1. _____	_____hrs/per week
2. _____	_____hrs/per week
3. _____	_____hrs/per week
4. _____	_____hrs/per week
5. _____	_____hrs/per week
6. _____	_____hrs/per week

What has been your time allotment for these functions in your present/past ministry?

_____

_____

17. Describe your expectations and philosophy of team relationships within a multiple staff. Identify whether your perspective is from that of the senior pastor or one of the team members.

_____

_____

_____

18. If you desire a position on a multiple staff other than the senior pastor, indicate your areas of interest and your approach in each of the following aspects of team ministry.

A. Christian Education

_____

_____

B. Youth Ministries

C. Music

19. What adult ministries do you desire?

20. How much preaching do you desire?

21. Comment briefly on the following items in relationship to yourself.

Program for devotional life.

Program for continuing education (include conferences and courses taken)

List periodicals which you read regularly for enrichment.

What are the three most significant books you have read within the last year?

Health or physical problems.

How do you maintain your physical health?

How do you prefer to spend your leisure time?

What percentage of the time allotted for days off do you find you manage to get?

_____

_____

What do you feel is your greatest personal strength?

_____

_____

What do you feel is your greatest personal weakness?

_____

_____

22. If you could pastor the "Ideal Church", what would it be like in...

Worship: _____

_____

Evangelism: _____

_____

Organizational Structure:

_____

_____

23. List three things which indicate your greatest satisfaction in your present or most recent ministry.

_____

_____

_____

_____

24. List three things which indicate your greatest disappointment in your present ministry.

_____

_____

_____

_____

25. Are there any practical or theological positions held by the PAOC with which you disagree or struggle with?

_____

_____

_____

26. Are you enrolled in the Pension Plan of the PAOC? _____

27. Are you enrolled in the PAOC medical plan? _____: Other? _____

References

List names, address and telephone numbers of at least three individuals. Include a co-worker, superior and church members, if possible.

1. _____

   _____

2. _____

   _____

3. _____

   _____

Please enclose a recent photo of yourself (and family too, if possible).

Date: _____

Signature: _____

Appendix P: Matching Ministers with Ministry Questionnaire

In an effort to help us serve you and churches of the BC/Yukon District well, and to better match a minister with ministry opportunities, please complete the following questionnaire. (Please feel free to add extra space if necessary)

This information will help us match your resume with search profiles submitted by our local churches. Please be advised we may be seeking a reference and a confirmation of information from officials of the District(s) in which you most recently served.

1. PERSONAL LIFE

A. FAMILY INFORMATION

Your full name: _____ Age: _____

Complete mailing address: _____

Email Address: _____

Spouse's full name: _____

Children (Name, Age, Current Status): _____

1. What hobbies or interests do you enjoy?

   _____

   _____

2. What forms of exercise and recreation do you enjoy?

   _____

   _____

3. Describe the overall emotional health & wellbeing of your marriage and family (if applicable).

   _____

   _____

4. Briefly describe your physical health history as it relates to your ministry.

   _____

   _____

5. List three stress relievers you use regularly in your life.
   1. _____
   2. _____
   3. _____

II. SPIRITUAL LIFE

A. HISTORY

1. In what year did you receive salvation? Please describe that event.

   _____

   _____

2. When were you filled with the Holy Spirit? Please describe that event.

   _____

   _____

3. List two or three people who have had a significant spiritual influence on your life, and explain how each person impacted you.

   _____

   _____

   _____

   _____

B. PRESENT SPIRITUAL DISCIPLINES

1. What word would best describe your devotional life?
   ___ Intermittent ___ Daily ___ Frustrated

2. Is speaking in tongues a regular part of your devotional life?
   ___ Yes ___ No ___ Usually

3. In a few words describe your preferences relating to worship.

   _____

   _____

4. What area(s) of your spiritual life requires improvement, growth & development?

   _____

   _____

5. Describe some ways in which you reach out to unsaved people?

   _____

   _____

C. MINISTRY LIFE

List the places and duration of your ministry experiences. Please explain how the Lord led your from one season of ministry to another.

_____

_____

_____

D. FOCUS OF YOUR MINISTRY

1. Which of the five ministry gifts described in Ephesians 4:11 best reflect your ministry style and giftedness?
   ___ Apostle ___ Prophet ___ Evangelist ___ Pastor ___ Teacher

   Please describe?

   _____

   _____

   _____

2. Which word best describes your typical preaching style?
   ___ Expository ___ Teaching ___ Evangelistic ___ Topical ___ Revivalist

   Please describe?

   _____

   _____

   _____

3. Which words best describe your pastoral ministry?
   ___ Encouraging ___ Challenging ___ Enabling ___ Correcting ___ Inspiring
   ___ Motivating ___ Confronting ___ Faith Building ___ Social Justice
   ___ Pastoral ___ Charismatic ___ Teaching ___ Evangelistic ___ Prophetic

   Please describe?

   _____

   _____

   _____

4. Describe your normal method (procedure) for sermon preparation.

   _____

   _____

   _____

5. How would you describe your leadership style?

_____

_____

_____

6. What range of words and phrases do others use when describing your leadership?

_____

_____

_____

7. From the following list of topics indicate, in order of priority, 6 categories which would receive the majority of your time and attention as a pastor.

___ Administration
___ Teaching
___ Preaching
___ Planning/visions casting
___ Prayer
___ Visitation
___ Lay leadership development
___ Staff development
___ Facility development
___ Personal development
___ Counseling
___ Community Involvement
___ Outreach
___ Evangelism
___ Relationship building
___ Conflict resolution
___ Missions (local and global)
___ Other: _____

8. From the following list, which items would become a source of emotional or spiritual difficulty to you?

___ Meeting people's expectations
___ Balancing ministry & family life
___ Financial pressure
___ Church conflict
___ Sexual temptation
___ Personal criticism
___ Need for affirmation
___ Working with volunteers
___ Community involvement
___ Other: _____

9. What are the three books you've read most recently?

1. _____
2. _____
3. _____

10. Are there any practical or theological positions held by the PAOC with which you struggle with or disagree? If yes, please explain.

_____

_____

_____

D. SEARCH PARAMETERS

1. Do you have a preference in which section of our district you would like to serve?
   ___ Yes ___ No

2. If yes, which geographic section do you prefer: (check all areas in which you would be willing to serve)

   ___ Cariboo/Prince George
   ___ Richmond/Delta/Surrey/New West
   ___ Far North/ Yukon
   ___ North West
   ___ Fraser Valley
   ___ Kootenays
   ___ Vancouver Island North (Sunshine Coast)
   ___ Vancouver Island South
   ___ Okanagan
   ___ Thompson/Shuswap
   ___ Vancouver/Burnaby

3. What size of Congregation would you feel equipped to serve?
   ___ Any size
   ___ 10 – 50
   ___ 50 – 100
   ___ 100 – 300
   ___ 300 – 500
   ___ 500+

4. Do you have a salary expectation? If so, what is it?
   _____

5. Are you willing to serve in a Bi-vocational position?
   _____

6. Would you be willing to Pastor…
   ___ An Aboriginal Congregation
   ___ A Cross- cultural Congregation
   ___ A Canadian/English Congregation
   ___ Any type of Congregation

E. DISCLOSURE OF THIS INFORMATION

Does the District Office have permission to share your responses in this questionnaire with prospective churches? ___ Yes ___ No

Date: _____ Signature: _____

Appendix Q: Letter of Acknowledgement

Church Letterhead
c/o: Chairman's Full Name
Use Chairman's return address

Personal and Confidential

Candidate's Full Name
Candidate's Address

Date

Dear [Candidate's Name],

The Pastoral Search Committee of [insert church name], has received your name as a possible candidate for the Lead Pastor position for our church.

While we are in the initial stages of this process and gathering information, we are asking everyone involved to pray and ask the Lord for wisdom and direction for the search of our new pastor.

At this time, we are simply acknowledging receipt of your resume. Please be assured that we will handle your information with due confidentiality. Should you wish to be removed from our list as a possible candidate, please let us know in writing.

We pray for the Lord's direction in your life and ministry.

Blessings,

[Chairman's full name]
Chairman, Pastoral Search Committee
Email address of the Chairman

Appendix R: Letter of Rejection (Profile Does Not Match the Ministry)

Church Letterhead
c/o: Chairman's Full Name
Use Chairman's return address

Personal and Confidential

Candidate's Full Name
Candidate's Address

Date

Dear [Candidate's Name],

The Pastoral Search Committee of [insert church name], has received your name as a possible candidate for the Lead Pastor position for our church.

We have received feedback from our church members and have compiled a profile for the Lead Pastor position. We are currently narrowing the list of names and after a great deal of prayer and consideration, we respectfully inform you that your profile does not match our ministry needs.

Be assured of our prayers for the Lord's direction in your life and ministry.

Respectfully,

[Chairman's full name]
Chairman, Pastoral Search Committee
Email address of the Chairman

Appendix S: Letter of Consideration (Continue Consideration as a Prospective Candidate)

Church Letterhead
c/o: Chairman's Full Name
Use Chairman's return address

Personal and Confidential

Candidate's Full Name
Candidate's Address

Date

Dear [Candidate's Name],

Thank-you for your patience as the Pastoral Search Committee of [insert church name], continues to work diligently in our task of discovering God's will for our congregation.

We have received feedback from our church members and have compiled a profile for the Lead Pastor position. We are currently narrowing the list of names, and our search committee would like to consider you, among others, as a potential candidate.

To help us with this process, we are asking each candidate to complete the attached Pastor Information Form. Please submit the completed form by September 21st, along with samples of your work (eg: sermon on cd, etc) and other supporting material. Please be assured that we will handle your information with due confidentiality.

Should you wish to be removed from our list as a possible candidate, please let us know in writing.

Blessings,

[Chairman's full name]
Chairman, Pastoral Search Committee
Email address of the Chairman

Appendix T: Letter of Rejection After Interview

Church Letterhead
c/o: Chairman's Full Name
Use Chairman's return address

Personal and Confidential

Candidate's Full Name
Candidate's Address

Date

Dear [Candidate's Name],

The Pastoral Search Committee of [insert church name], sincerely appreciates your time, effort and interest for the position of Lead Pastor.

While we were impressed by [insert a comment of on some of the things the committee especially appreciated in this candidate. eg: your heart and desire for our community and church], [we have identified another candidate whose background and experience better matched our profile and needs of our church] [or: we have decided to pursue other candidates].

We pray for the Lord's direction in your life and ministry.

Respectfully,

[Chairman's full name]
Chairman, Pastoral Search Committee
Email address of the Chairman

Appendix U: Telephone Reference Interview Form

Applicant's Name _____

Recommender's Name _____

Interviewer's Name _____

Date: _____

Recommender has known applicant for _____ years.

Has known the applicant in the following capacity: _____

_____

Knows applicant _____ slightly; _____ moderately well; _____ very well

In comparison to other ministers in his denomination, have recommender indicate:

5=Exceptional | 4=Above Average | 3=Average | 2=Below Average | 1=Serious Deficiency | 0=Do not know

	Circle recommender's answers					
1. Preaching ability	5	4	3	2	1	0
2. Worship-leading ability	5	4	3	2	1	0
3. Teaching ability	5	4	3	2	1	0
4. Ability to develop a vision for a church	5	4	3	2	1	0
5. Ability to communicate that vision to congregation so that it becomes theirs too	5	4	3	2	1	0
6. Ability to translate vision into concrete plans	5	4	3	2	1	0
7. Ability to motivate others in healthy ways	5	4	3	2	1	0
8. Ability as a church administrator	5	4	3	2	1	0
9. Ability to encourage others to develop their gifts	5	4	3	2	1	0
10. Earns loyalty of staff and congregation	5	4	3	2	1	0
11. Cares deeply about congregation	5	4	3	2	1	0
12. Is available and visible to staff and congregation	5	4	3	2	1	0
13. Works comfortably with Church Board and denominational officials	5	4	3	2	1	0
14. Can supervise others effectively	5	4	3	2	1	0
15. Gentleness	5	4	3	2	1	0
16. Dignified, good self-control	5	4	3	2	1	0
17. Hospitable	5	4	3	2	1	0
18. Ability to work without supervision	5	4	3	2	1	0
19. Open-mindedness, tolerance for reasonable differences of opinion	5	4	3	2	1	0
20. Capacity for objective evaluation of his/her own strengths and weaknesses	5	4	3	2	1	0

Problem areas:

Do you know of any problems in the following areas? (If yes, interviewer should include details on a separate sheet of paper.)

1. Failure to discipline the children? _____
2. Difficulty handling anger or frustration? _____
3. Failure of self-discipline in any area that significantly hinders his/her role as pastor? _____
4. Spending beyond one's means in either personal or church situations? _____
5. Low energy levels? _____
6. Anxious, fearful? _____
7. Dependent? _____
8. Low self-esteem? Unusual need for approval? _____
9. Manipulative? _____
10. Hostile, angry? _____
11. Tends to get into power struggles? _____
12. Shy, overly sensitive to criticism? _____
13. Pushy, aggressive? _____
14. Impulsive, hasty? _____
15. Is there anything else in this person's history or personality that might affect his ability to pastor? _____
16. What is his/her attitude toward missions? _____
17. What does his/her present/past congregation(s) think of his/her ministry?

    _____

    _____

    _____
18. Is the congregation divided on this opinion?

    _____

    _____

    _____
19. Please describe his/her family and how they relate to the church. Is the marriage solid?

    _____

    _____

    _____

20. Would you want him/her (again) as your pastor?

_____

_____

_____

Specific strengths:

_____

_____

_____

Specific weaknesses:

_____

_____

_____

21. Please indicate the strength of your overall endorsement of this person for pastor:

_____ highly recommend, _____ recommend, _____ do not recommend,

_____ recommend with some reservations

Reference feedback for the first half of this interview can be quantified in the following way: Add up all the numerical ratings. Divide by 20, minus the number of items that the reference marked zero. The result will be the average score. The higher the average is, the more positive it is.

If the applicant has a significant problem in any area listed in the second half of the interview, and if this is confirmed by other sources, you may decide to disqualify the candidate no matter how good his/her score on the first part of the interview.

(Copied by permission from Virkler[24] and Dingman's[25] books)

[24] Henry A. Virkler – "Choosing a New Pastor: The Complete Handbook"
[25] Robert W. Dingman – "In Search of a Leader: The Complete Search Committee Guidebook"

Appendix V: Interview Schedule

INTERVIEW SCHEDULE
SATURDAY, MAY 5, 2021 | 8:30 AM

Board Members: [insert names]

TOPIC	TIME	CLOCK
1. Greetings and opening prayer	15 minutes	8:30 am-8:45 am
2. The Board interviews the candidate [insert name]	1 hours 45 minutes	8:45 am-10:30 am
3. Coffee break	20 minutes	10:30 am-10:50 am
4. The Board interviews the candidate [insert name]	1 hour 10 minutes	10:50 am-12:00 pm
5. Lunch onsite (or restaurant)	30 minutes	12:00 pm-12:30 pm
6. Tour of the church building	30 minutes	12:30 pm-1:00 pm
7. Free Time • The Board is free for any needs the Bates have (ex. Tour of neighbourhoods, schools, rec facilities, parks, shopping, attractions, etc.) • There are no obligations in this time slot	5 hours 30 minutes	1:00 pm-6:30 pm
8. Dinner at onsite (or restaurant)	6:30 pm	

Appendix W: First Interview Questions

The following are questions that the committee may want to ask during the first interview:

1. Please tell us about the home in which you grew up. What are some of the memories of your parents and peers that significantly shaped your attitudes toward God, toward work, and toward the values you presently hold?
2. When did you first feel God's call on your life? How did you decide to enter ministry?
3. Can you identify the ministers, teachers, and authors who have significantly influenced your beliefs and behaviour about ministry? What impact has each of them had on your thinking or methods of ministry?
4. How has your own faith and your theological views changed since you entered into college? Since you entered ministry?
5. As you look back over your life, where do you see yourself making critical choices?
6. How do you go about managing:
   - Time
   - Stress
   - Conflict
7. How do you maintain your own spiritual, emotional, and physical health?
8. What do you regard as your "growing edges"?
9. What special needs do you have?
10. Do you have any significant weaknesses you would like to share with us?
11. What are your hobbies or recreational interests?
12. What have you found to be challenging, exciting in your current place of ministry?
13. What are some of the common themes of your sermons?
14. What innovative things have you been a part of in your previous place of ministry?
15. What are some things you like, and dislike about ministry?
16. Why are you moving, or considering this change in a place of ministry?
17. What continuing education have you participated in?
18. What are your plans for continuing education?
19. What issues do you see as the most important ones facing our denomination right now?
20. Do you differ from the denominations' position on any theological issues?
21. What has been your involvement in district level ministry?
22. How do you feel you work with church staff?
23. What are your policies on whom you marry and whom you baptize?
24. What are your views on: _____?
25. What are your expectations of us?

26. In every congregation and often on every board, there is a strong-minded person with definite ideas about how to do things. How do you handle such a person?
27. What do you believe is the healthiest relationship between a pastor, the board and congregation?
28. What role does your family play in your practice of ministry?

Spouse:

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

Appendix X: Second Interview Questions

The following are questions that the committee may want to ask during the second interview:

1. Please tell us about the ministry you are in right now.
2. As you look back, what has happened that you feel best about?
3. What in your present situation is disappointing to you?
4. If you were to stay there another five years, what would you like to see happen?
5. How would you describe your style of leadership?
6. What in the ministry do you consider to be your specialty?
7. Describe the process you go through when you are preparing a sermon?
8. What is your preferred practice with regard to pastoral visitation?
   - What is your objective?
   - What do you do?
   - What makes you decide to make a call?
9. What emphasis do you place on pastoral counselling?
10. How do you understand the role of the minister in church administration?
11. What approaches to a congregational stewardship do you prefer?
12. How do you prefer to work with the deacon's board?
13. How would you involve the church board members to address or help in the needs of the church?
14. What title do you prefer?
15. What feelings, needs or expectations do you have about paid staff?
16. How do you determine which tasks you must do and prioritize them?
17. How much personal involvement do you want in the community?
18. What opportunities do you see at our church and how do they fit with your interests and gifts?
19. From what you have seen about our church, is there anything that seems particularly challenging?
20. If you were to become the pastor of this church, what are some of the things you would try to do during the first year here?
21. What role does your family play in your practice of ministry?
22. What was the most difficult situation that you have encountered in your ministry? How did you handle it and how did it affect you?

Appendix Y: Additional Interview Questions

Theology and Beliefs

1. In our post Christian culture, what are some theological cornerstones that are especially important for the church to get right in this time and place?
2. We are seeing a trend moving toward progressive Christianity.
    a. Are you aware of this shift?
    b. Why is it so attractive, and why are so many turning towards another gospel?
    c. Should some theological concepts be adapted to make the gospel more palliative?
3. Many Churches are embracing and promoting a social justice gospel.
    a. What place does social agendas (LGBTQ, BLM, gender dysphoria, protesting) have on the preaching platform?
    b. How do you address these issues personally and within the church? (the "hot topics"- not social concerns of the poor/impoverished/prisoned among us)
4. You've heard of a "seeker friendly" church. A church experience designed to make the unbeliever comfortable, a message that wouldn't offend their life/lifestyle, some great entertainment, party atmosphere, a Jesus loves us message, an opportunity and focus on doing good.
    a. Do you believe this is the direction the church should be moving towards?
    b. What is your aim at making the church more attractive?
5. What would you say to someone who is "deconstructing" their faith? What would you say to someone who is "angry" with the "church" (tradition, toxic behaviour, abuse of power, exclusivity)?
6. In general for the Christian church, how much of its current state is attributable to the need for stronger discipleship?
7. What tools do you draw on to build disciples in or outside the congregation? What does discipleship look like?
8. There seems to be a growing number of young and old people hungry for apologetics. Answering some of the big questions that make or break their faith.
    a. What is your interest in these matters?
    b. How are you growing in this area?
    c. How would/do you guide someone walking through these questions.
9. Why is communion essential to the Body of Christ? What emphasis do you put on Prayer, Baptism, Teaching of the Holy Spirit, and Invitation to receive Christ?
10. How do you make room for the Holy Spirit to move?

Mission, Vision, Strategy, Tactics

1. Is it necessary to expand upon the Bible's explanation of the church's mission and vision?
2. Notwithstanding that each church has its own identity and DNA, can it not be said that it shares the same mission and vision as the whole body of Christ?
3. Is what is commonly referred to as a unique vision for a local church in fact more correctly identified as a unique strategy framed by the characteristics of that particular church, aimed at the same mission and vision as the whole body of Christ?
4. Rather than to expect lead pastors to come armed with a new vision and strategy,

should the focus be more on their contribution towards the process of measuring the church's health, followed by a collaborative approach to developing strategies that address weaknesses and strengths according to biblical guidance?

5. If the above is a bunch of hogwash, what vision is laid on your heart for our church and community now and 5-7 years out?
6. Have you done a growth track?
7. What things do you think would or you find need to change in a church?
8. What things do you not like in a church?
9. What would you say is God's vision for the "church" at large?
10. What missional focus is laid on your heart for this church/community?
11. What benchmark do you use to measure a church's health?
12. What systemic institution matters do you think need to change in order for the church to flourish in the future?
13. In regards to what you have done traditionally in your services and programs, what things do you want to hold onto and which would you let go off?
14. On a scale of 1-10, how much passion, energy, and zeal do you have to "steer the ship" into the future 5-10 years from now.

Discipleship

1. What are the timeless theological cornerstones despite cultural and other pressures?
2. Are there theological concepts that can be adapted to our post-Christian culture?
3. What are some of the most important ideas and practices that you think cultivate health in the congregation and How would you implement those practices in our post Christian and post COVID church?
4. In general, for the Canadian Church, how much of its current state is attributable to the need for stronger discipleship?
5. What tools do you draw on to build disciples in and outside the congregation?
6. How do you develop and prepare your sermons?
7. How much time does it typically take to prepare each week's sermon?
8. Do you get convicted and stirred up when you listen to someone preach from the Bible? What does that look like in your life?
9. How often do you have communion and baptism in the church you are in now?
10. What ideas do you have to encourage active personal and corporate prayer?
11. What was the most impactful service you have done and why?
12. For service do you have a strict plan or is it a guide so the Holy Spirit can work, move, and encourage?

Teamwork

1. Describe a healthy relationship between pastors and board, with particular attention to the following points (including your shared vision concept from first interview):
    a. respective roles and responsibilities in developing policy and strategies
    b. oversight of pastoral and support staff
    c. direction of volunteers
    d. processes that provide for adequate consideration of issues and concepts by all members of the board (including of course, the lead pastor)
    e. intentionality in open, honest, constructive, respectful discussion

   f. Does disagreement with the pastor necessarily equate to lack of support?
   g. preventing us/them attitudes between pastors and board
   h. How do you feel about women on a board?
   i. The discipline of members
   j. "Jesus over Everything"
2. How do you build pastoral teams?
3. The part time staff we have now – would they work with you on the team or what are you thinking or being led to?
4. Do you like to lead most worship services?
5. Do you like to teach other people how to lead worship services?
6. Describe in more detail how you manage the Leadership Pipeline concept you talked about in your first interview (Directors>Coaches>Ministry leaders>Team members)
7. Do you support building pastors' and other team members' competencies to allow them to move beyond current assignments if they wish?
8. Are you interested in developing an "apprenticeship" scheme with Summit Pacific?

Community Inside our Church

1. How do you feel about multiple services on a Sunday?
2. How do you feel and do you do or encourage weekly connect groups in homes, aside from Covid restrictions?
3. Speak to the importance of small groups. How would you equip people to effectively lead those groups if we were unable to meet in a church setting?
4. We have a Daycare in our church for about 80 kids; would you be supportive and visit once a week?
5. Do you see yourself directly involved in marriage counseling and perhaps offering marriage counseling group meetings?
6. Have you done the 5 Love Languages test?
7. How do you handle the myriad of requests for personal attention from you as lead pastor, given that you will have time limitations?
8. What is your reaction to all the "advice" you will likely receive from well-meaning people, particularly after they see you are not acting upon it?
9. What works to promote intergenerational interaction, love, and respect?
10. What works to promote intercultural interaction, love, and respect?
11. How might we address the heartfelt regret over Covid restrictions?
12. We are living with strict COVID restrictions and in a post christian culture so what are some of the most important ideas and practices that you think cultivate health in the congregation and how would you implement those practices?
13. How would/do you bring unity to the various age demographics so that each part is equally important to the well being of the body (from babies to seniors).
14. If we were never allowed to meet in this building again, if we had to take the "gathering of the saints" down to its most simplest form (4-5 essentials), What would that look like? How could we thrive and survive?

Pastoral Roles and Expectations

1. Caleb- "gave his convictions" to opposing and fearful people.
   a. What are you convictions

   b. Are you willing to swim upstream
   c. Are you willing to go against the current pull of the culture
   d. How do you do this?
   e. What keeps you living and preaching according to the bible?
2. A role of “pastor” in terms of head, lead, or senior has a large undertaking. What is a pastor's first and foremost responsibility?
3. We hear pastors say “I love the church” but we’ve seen more often that they love the ministry of the church rather than the church. With that being said, how much do you love the most difficult, non-growing congregant in your church?
4. What part of pastoring are you most passionate about? Explain.
5. How compelled are you to preach/teach the gospel?
6. People gravitate to the pastor, they want the pastor's visits, they want the pastor’s prayer. There are lots of demands and expectations on them. How do you handle time management, criticism, and praise?
7. What part of this role are you most excited about, what are you most uneasy about?

Community Outside our Church

1. How important might a name change be for our church in terms of seeming more attractive to outsiders?
2. What forms of community activity might help the broader community welcome our participation, without compromising our testimony or pursuit of God’s purposes?
3. Speak to collaboration and resource sharing with other Abbotsford churches.
4. Are you open to sharing our facility with other churches?
5. What is your priority between the needs of the congregation and the needs of the community? How do you navigate between the two?

Personal Aspects

1. How do you feel about your Birkman, and is it pretty accurate?
2. How is your spiritual, physical, and emotional health?
3. Are there areas that you feel that you need help or encouragement in?
4. What things do you feel you need to improve on?
5. What stresses you out?
6. What makes or helps you feel Blessed?
7. Have you taken a sabbatical and if so, what was the outcome when you returned?
8. Do you work better solo or with a group?
9. How important is the pay and how do you feel about tithing?
10. What is your favorite thing to do outside work for an outlet/break?
11. What would a typical day look like for you on a workday and a day off?
12. To what extent do you like to socialize with congregants outside of church events, and has that created ill feelings with those who are not included?
13. Describe your marriage?
14. Describe your role as a father?
15. What areas do you need to improve on in your life?

Appendix Z: List of Questions The Candidate May Ask

The following are questions that a candidate may wish to ask of you; questions that you may wish to ask yourselves as a committee.

1. What has been the most significant event in the life of this congregation since you have been a member?
2. Aside from the upheaval of looking for a new pastor, what has been the most upsetting event in the life of this church?
3. In your opinion, what areas of concern need to be addressed by this congregation?
   Note: When speaking of and assessing previous ministers and ministries we are not talking about personality traits but ministerial skills. First hand information only, we want personal observations from the committee members, not second or third hand information.
4. What are some of the things your former pastor do particularity well?
5. What were the circumstances surrounding your former pastor's departure?
6. In what areas did you wish your former pastor had more expertise?
7. How does the church feel about the loss of its previous minister?
8. What do you expect to happen with a new minister that's not happening now?
9. What, if any, changes in ministry style are you looking for?
10. Does the congregation want something different in worship and sermon styles than it has presently been receiving?
11. What are your expectations of your minister?
12. Has the pastor's family traditionally taken an active role in this church?
13. Tell me about the governing board; background, occupation, what kinds of jobs and responsibilities do they hold?
14. How long does the average board meeting last?
15. What organizations in the congregation are the most active or successful?
16. Beyond calling a pastor and its related concerns, what is the highest congregational priority for the next twelve months?
17. What are the goals of this church for the next five to ten years?
18. What goals have you established for church growth? What methods can be used to achieve those goals?
19. What plans have you made for the expansion of staff or church multiplication?
20. How stable is this congregation financially?
21. What do you feel good about as a church? What excites you?
22. Is there a lay visitation outreach in this church?
23. Do you depend on lay assistance in visitation?
24. What would you say are the strengths and weaknesses of this church?
25. What do you see as being the solution of the weaknesses? Primarily, whose role is it to address these weaknesses?
26. How is the leadership responsibility shared?

27. How do you see this church functioning as the "Body of Christ"?
28. Are the church leaders, deacons, elders faithful tithers?
29. Do the deacons/board members/elders attend both services on Sunday and the mid-week service faithfully?
30. Describe the last incident where unity in the church or board was broken and how it was restored?
31. What is the relationship of your church to the community and to other congregations in the community?
32. How often are special services scheduled?
33. How often are guest speakers used?
34. What are the church policies on; weddings, funerals, showers, etc.
35. Who does the staff answer to: the board or the senior pastor?
36. What is the method of hiring/firing staff members?
37. What is the church's attitude towards:
    - Social drinking
    - Tobacco
    - Divorce and Remarriage
    - Church discipline
38. Is this a missions minded church? How much was given to missions last year? What percentage of the total budget was towards overseas missions?
39. How do the people feel about the length of the pastoral stay? Does the church expect a specific time commitment from its pastor?
40. How is study leave arranged?
41. What formal and informal methods of support have you used in the past to help your pastor become a better minister?
42. Pastor's day off, what are the church's expectations?
43. How is the pastor's compensation package determined? How frequently? By whom? What factors are used in determining that package?
44. How should the pastor spend his/her time? How much prayer time for his/her congregation? Personal study? Sermon preparation? Administration? Individual and family counseling? Visiting with the family? When the hours run out, what happens with what is undone?
45. What is a normal work week?
46. What involvement does the church expect from the pastor's wife?
47. Why am I of particular interest to you?
48. Where are you now in the process of searching for a new pastor?

Appendix AA: Sermon Evaluation Form

This Sermon Evaluation Form was copied by permission from Virkler's[26] book. Using the following scale, compare the candidate's sermon with the average sermon you are used to hearing in a local church (not on television).

5 = excellent | 4 = above average | 3 = average | 2 = below average | 1 = seriously deficient	
1. Introduction: captured my attention and interest. Made me want to hear the rest of the sermon.	5 4 3 2 1
2. Use of Scripture: used Scripture to make, clarify, and illuminate points. Seemed to be used in context.	5 4 3 2 1
3. Logical continuity: points of the sermon logically built on and followed by another.	5 4 3 2 1
4. Clarity: the points of the sermon were clear.	5 4 3 2 1
5. Relevance: the sermon topic was developed in a way that made me see the relevance of myself today.	5 4 3 2 1
6. Use of humor: humor, if used, was appropriate to the setting and points of the sermon.	5 4 3 2 1
7. Use of self-disclosure: if speaker used himself as an illustration, it helped the sermon be more meaningful.	5 4 3 2 1
8. Use of vocal inflection: added appropriate emphasis and interest to the sermon. Did not scream or scold audience.	5 4 3 2 1
9. Use of illustrations: were used to clarify or deepen the impact of a point but not to prove points.	5 4 3 2 1
10. Interest level: I wanted to hear more sermons from this pastor.	5 4 3 2 1

Total Score: _____

Compute Average (Total divided by 10): _____

[26] Henry A. Virkler – "Choose a New Pastor: The Complete Handbook"

Appendix AB: Financial Information Worksheet

	Proposed This year	Next Year
Basic Compensation		
Cash Salary	$_____	$_____
Housing Provision	$_____	$_____
Utilities	$_____	$_____
Total Compensation	$_____	$_____
Ministry Related Expense		
Automobile	$_____	$_____
Conventions & Seminars	$_____	$_____
Continuing Education	$_____	$_____
Hospitality	$_____	$_____
Memberships	$_____	$_____
Books and Periodicals	$_____	$_____
Total Expenses	$_____	$_____
Fringe Benefits		
Pension	$_____	$_____
Life Insurance	$_____	$_____
Disability Insurance	$_____	$_____
Dental	$_____	$_____
Discretionary Fund	$_____	$_____
Total Benefits	$_____	$_____

Appendix AC: Loan Agreement

THIS LENDING AGREEMENT made this _____ day of _____, _____;
(Year)

BETWEEN: _____
(Church Name)

of

_____
(Address) [herein called "Church"]

- and -

_____
(Pastor)

of

_____
(Address) [herein called "Pastor"]

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

The Parties hereto agree with each other as follows:

1. The Pastor acknowledges borrowing from the Church and the Church acknowledges lending to the Pastor, the sum of $_____.

2. There will be no interest accruing on this loan as long as the Pastor is actively employed by the Church as (one of) its pastor(s).

3. The loan will become due and payable by the Pastor to the Church immediately on the date when the Pastor's employment with the Church is terminated, regardless of the circumstances of the termination, and whether such termination is at the instance of the Pastor or of the Church, and whether such termination is voluntary or involuntary. In this Agreement, the date of termination of employment is referred to as the "Due Date".

4. Interest will accrue on the outstanding balance of the loan from the Due Date until the loan is paid in full, at the same rate as the Royal Bank of Canada charges on its conventional, closed, one-year mortgages for owner-occupied residential properties, as that rate may change from time to time; except that the interest shall be calculated monthly at the rate so specified instead of semi-annually.

5. The Pastor will pay the interest that accrues on the outstanding balance of the loan on the first day of each month, commencing on the first day of the first month following the Due Date.

6. Although the loan is due and payable on the Due Date, the Church agrees that the Pastor shall have a grace period of six (6) months to retire the debt in full, subject to payment of the monthly interest charge.

7. If the Pastor fails to make any monthly interest payment after the Due Date, or if the loan is not paid in full within six months after the Due Date, then this loan shall be in default, and the Church may take such action as it deems necessary or appropriate to recover the outstanding balance of the loan.

8. The Pastor may repay all or any part of the loan to the Church at any time, either before or after the Due Date, without giving advance notice to the Church and without paying any penalty or bonus to the Church.

9. This Agreement binds both the Church and the Pastor, as well as their respective successors, assignees, executors, administrators, or other (personal) representatives.

IN WITNESS WHEREOF the parties have executed this Agreement

this _____ day of _____, _____
(Year)

CHURCH: _____

_____ Per: _____
(Witness) (Church Board Secretary)

_____ _____
(Witness) (Pastor)

Appendix AD: Recommended Local Church Constitution

LOCAL CHURCH CONSTITUTION AND BY-LAWS

This edition of the *Local Church Constitution and By-Laws* contains amendments as approved by the 2012 General Conference. In order for an affiliated local church to enact any of the amendments herein approved by the General Conference, a congregational meeting must duly adopt either this edition in its entirety or such individual amendments of the General Conference as are approved by the local membership. The adoption of such amendments shall be in accordance with the amending article (or by-law as the case may be) of the *Local Church Constitution and By-Laws*.

AND

STATEMENT OF FUNDAMENTAL AND ESSENTIAL TRUTHS

2012

THE PENTECOSTAL ASSEMBLIES OF CANADA
INTERNATIONAL OFFICE
2450 MILLTOWER COURT
MISSISSAUGA, ONTARIO L5N 5Z6

ADOPTING THE *LOCAL CHURCH CONSTITUTION AND BY-LAWS*

CHECKLIST

Please note: The terms leadership, church board, pastor's council shall also be considered synonymous until a governance model has been determined for the local church. And further, that the pastor would mean senior pastor or lead pastor.

☐☐Complete Church Information box on page 3

☐☐Ensure that the Chair and Secretary of your [leadership] have signed this document in the Church Information box on Page 3

☐☐Complete district participation on page 4

☐☐Complete Article 1 with the name of the church as approved by the district on page 5

☐☐Decide on the month of the Annual Congregational Business Meeting (see Article 8.1) on page 7

☐☐Choose to establish a Servants Council on page 13
(if choosing not to establish a Servants Council, delete By-Law 2.4)

☐☐Choose form of governance: Elected or Pastor's Council - see By-Law 3 on page 13

- ☐☐Delete the wording [Option One - Elected or Option Two – Pastor's Council] that isn't relevant
- ☐☐Delete the section that doesn't apply to the local church

☐☐Choose the name given for the leadership as it relates to the form of governance

- ☐☐Church Board
- ☐☐Pastor's Council

☐☐Replace all the [leadership] notations with the chosen name given (for consistency)

☐☐Change all font colour to black for printing purposes

☐☐Present final draft to the district office for approval

☐☐Present to the congregation for approval

CONSTITUTION AND BY-LAWS FOR LOCAL CHURCHES

This *Local Church Constitution and By-Laws* was authorized by the General Conference of The Pentecostal Assemblies of Canada and amended in 2012 for local churches, as defined in this constitution and the constitutions of the General Conference and district conferences of The Pentecostal Assemblies of Canada.

In this constitution, the terms church, assembly and congregation shall be considered synonymous.

CONSTITUTION AND BY-LAWS OF

Church _____

City _____

Adopted this _____ **day of** _____ **20** _____

Certified (signed) by _____
(Chair of [leadership])

_____
(Secretary of [leadership])

_____
([leadership] member)

PREAMBLE

For the purpose of establishing and maintaining a place for the worship of Almighty God, our Heavenly Father; to provide for Christian fellowship for those of like precious faith where the Holy Spirit may be honoured according to our distinctive testimony; to assume our share of responsibility and the privilege of propagating the gospel of Jesus Christ by all available means, both at home and in foreign lands, we, whose names appear on the local church roster under the above date, do hereby recognize ourselves as a local church in fellowship with The Pentecostal Assemblies of Canada, and shall adopt the following articles of church order and submit ourselves to be governed by them.

All local churches are recognized as self-governing with the inherent right to sovereignty in the conduct of their own affairs. This local church shall voluntarily enter into full cooperative fellowship with churches of like precious faith associated in the _____ district conference and the General Conference of The Pentecostal Assemblies of Canada, with headquarters at Mississauga, Ontario; and shall share in the privileges and assume the responsibilities enjoined by that affiliation.

CONSTITUTION

ARTICLE 1 **NAME:** This local church shall be known as _____

_____

ARTICLE 2 **DEFINITION - LOCAL CHURCH:** A local church desiring to affiliate with The Pentecostal Assemblies of Canada shall:

2.1 Assume all financial obligations in providing a place of worship and its operation, and adequate salary for its pastor, together with provision for suitable housing and travel reimbursement. Suitable housing shall be understood to mean an adequate dwelling, together with utilities such as heat, water, hydro and telephone or financial provision for such services.

2.2 Assume responsibility in contributing to the support of the district office or branch conference with which it is affiliated, and to The Pentecostal Assemblies of Canada international missions, Bible colleges, and other responsibilities as may be determined by the General Conference of The Pentecostal Assemblies of Canada.

2.3 Have properly qualified leadership of sufficient maturity available for selection, and be able to maintain standards of discipline and doctrine over its members.

2.4 Petition the respective district executive for status as a local church. In order to obtain this status, it is required that a duly called congregational meeting, presided over by the District Superintendent or an appointee(s), be held, in which there shall be:

2.4.1 an adoption of the *Statement of Fundamental and Essential Truths;* and

2.4.2 acceptance of the *Local Church Constitution and By-Laws,* as approved by the General Conference, together with a decision about the required available options; namely, the size of the [leadership] and the decision concerning who shall be the trustees.

2.5 Ensure that a credential holder of The Pentecostal Assemblies of Canada is established as pastor of the local church or one whom the district executive officers of The Pentecostal Assemblies of Canada approve.

2.6 Be duly registered as a charity under the *Income Tax Act*.

ARTICLE 3 **PREROGATIVES**

3.1 This local church shall have the right to govern itself according to the standards of the New Testament Scriptures, "endeavouring to keep the unity of the Spirit in the bond of peace ... till we all come in the unity of the faith, and of the knowledge of the Son of God, unto a perfect man, unto the measure of the stature of the fullness of Christ" (Ephesians 4:3, 13).

3.2 This local church shall have the right to govern itself according to the *General Constitution and By-Laws* and district constitutions and by-laws in force by order of General Conference and district conferences.

3.3 This local church shall have the right to develop policies and procedures which guide its operation as determined by the [leadership] or the congregation.

3.4 This local church shall have the right to purchase or acquire by gift, bequest or otherwise, either directly or as trustee, and to own, hold in trust, use, sell, convey, mortgage, lease or otherwise dispose of any real estate or chattels as may be necessary for the furtherance of its purpose; all in accordance with its constitution and by-laws or as the same may be hereafter modified or amended.

3.5 This local church shall have the right to borrow any sum or sums of money from a lender upon the credit of the local church either by way of overdraft, discount, loan, line of credit or otherwise, and upon such

terms as they may think proper and as security for any money so borrowed or as security for any advances, reliabilities heretofore made or incurred or that may hereafter be made or incurred, to hypothecate, mortgage, pledge and give to the lender all or any stock, bonds, debentures, negotiable instruments, in action or other real property of the local church or other assets of the local church as they may see fit, or as may be required by or on behalf of the lender, and it is expressly declared that any security given pursuant to this article may be by way of chattel mortgage or in such other form as the lender may require, or as this local church sees fit.

3.6 The activities of this local church shall be carried on without purpose of gain for its members, and any profits or other accretions to the organization shall be used solely to promote its objectives, in accordance with its constitution and by-laws or as the same may be hereafter modified or amended.

3.7 In the event of dissolution or winding up of the organization, all its remaining assets after payment of liabilities shall be distributed to The Pentecostal Assemblies of Canada for its continuing ministries.

ARTICLE 4 **TENETS OF FAITH:** We believe most assuredly that the Holy Scriptures are God's final revelation and constitute our all-sufficient rule for faith and practice. This local church, by virtue of its affiliation with The Pentecostal Assemblies of Canada, shall accept the *Statement of Fundamental and Essential Truths*, as approved by The Pentecostal Assemblies of Canada, and which is appended to this constitution.

ARTICLE 5 ORDINANCES AND PRACTICES

5.1 ORDINANCES

5.1.1 The ordinance of baptism by immersion in water (Matthew 28:19) shall be administered to all those who have repented of their sins, and have believed on the Lord Jesus Christ to the saving of their souls, and who give clear evidence of their salvation (Romans 6:3-5; Colossians 2:12).

5.1.2 The ordinance of the Lord's Supper shall be regularly observed as enjoined in the Scriptures (Luke 22:19-20; 1 Corinthians 11:23-26).

5.2 PRACTICES

5.2.1 Dedication of children

5.2.2 Prayer for the baptism with the Holy Spirit

5.2.3 Prayer for the sick

5.2.4 Christian marriage (as defined by the *Statement of Fundamental and Essential Truths* of The Pentecostal Assemblies of Canada)

5.2.5 Christian burial of the dead

ARTICLE 6 MEMBERSHIP

6.1 Persons desiring to become members of this local church shall give credible profession of faith in the Lord Jesus Christ as Saviour. They shall give evidence of compliance with the biblical standard of Christian practice and manifest spiritual growth by giving evidence of the fruit of the Spirit: "love, joy, peace, patience, kindness, goodness, faithfulness, gentleness and self-control" (Galatians 5:22,23 NIV).

They shall refrain from "acts of the sinful nature: sexual immorality, impurity and debauchery, idolatry and witchcraft; hatred, discord, jealousy, fits of rage, selfish ambition, dissensions, factions and envy; drunkenness, orgies, and the like" (Galatians 5:19-21 NIV). Sexual immorality shall be interpreted to mean common-law marital relationships, pre-marital and extra-marital sexual relationships (1 Corinthians 6:15-18; 7:1-2; 1 Thessalonians 4:3-8; Hebrews 13:4), and all forms of homosexual activity, along with other practices deemed inexcusable for Christian conduct, and which place a person under God's judgment (Romans 1:26-2:11).

They shall indicate a desire to live in harmony with this body of believers, shall accept the doctrinal standards as set forth in the *Statement of Fundamental and Essential Truths*, and shall be regular financial supporters of this local church.

6.2 Membership shall consist of the following:

6.2.1 *Regular Members.* Persons 18 years of age and over who fulfil the requirements of Article 6.1 shall be known as regular members.

6.2.2 *Junior Members.* Persons between the ages of 12 and 18 who fulfil the requirements of Article 6.1 may be eligible for junior membership. Such membership does not qualify for voting privileges at congregational business meetings.

ARTICLE 7 PASTOR AND [LEADERSHIP]

7.1 PASTOR

7.1.1 Nominations for pastor shall be submitted to the local church congregation by the [leadership], after consultation with the District Superintendent and the retiring pastor.

7.1.2 The pastor must be one who holds an active credential in good standing with The Pentecostal Assemblies of Canada or one whom the district executive officers of The Pentecostal Assemblies of Canada approve.

7.2 **OFFICERS:** The officers of this local church shall be the pastor, secretary, treasurer, and such other officers as may be determined by this local church from time to time.

7.3 **[LEADERSHIP]:** The [leadership] shall consist of the pastor and not fewer than three (3) [leaders] (if more, the exact number and the resolution authorizing the same must be duly recorded in the church minutes). After the setting in order of the church and the creation of the [leadership], the lay members of the [leadership] shall be selected in accordance with the resolution of this church. The pastor shall act as chair of the [leadership]. When a pastorate becomes vacant, the District Superintendent or the District Superintendent's authorized representative shall be empowered to act in the full legal capacity of the pastor in consultation with the [leadership]. The District Superintendent shall arrange to supply the pulpit with suitable ministry until such time as a new pastor has been duly installed.

7.4 The local church may extend membership privileges to a district leader or another Pentecostal Assemblies of Canada credential holder and invite them to serve on the [leadership].

ARTICLE 8 BUSINESS MEETINGS

8.1 ANNUAL CONGREGATIONAL BUSINESS MEETING: The annual congregational business meeting shall be held in the month of [January] each year on a suitable date unless otherwise decided by the [leadership].

8.2 SPECIAL BUSINESS MEETINGS: Special business meetings may be called by:

8.2.1 The pastor;

8.2.2 The secretary of the [leadership] upon written order of a majority of the [leadership];

8.2.3 By petition by no less than one-half (1/2) of the regular members of the congregation. Such petition shall be handed to the [leadership], whose duty it shall be to give notice of such meeting.

8.3 NOTICE OF BUSINESS MEETINGS: Two weeks (14 days) notice shall be given of the annual congregational business and special business meetings from the pulpit and posted and publicized in the local church. It shall include date, time and purpose of the meeting

8.4 AGENDA: The agenda shall be prepared by the pastor and [leadership]. An agenda item may be submitted for consideration to the [leadership] by a member of the congregation in good standing. It must be in writing, signed, and in the possession of the [leadership] at least 10 days prior to the meeting.

ARTICLE 9 PROPERTY:

All real estate owned by this local church shall be held in the name of the respective district of The Pentecostal Assemblies of Canada where incorporated, as trustee for the local church according to the terms of the *Declaration of Trust*, or by The Pentecostal Assemblies of Canada where the respective district is not incorporated as trustee for the local church according to the terms of the *Declaration of Trust*, or by the trustees of the local church as a local church of The Pentecostal Assemblies of Canada and, in the case of an incorporated local church, may be held by the local church in its corporate name as a local church of The Pentecostal Assemblies of Canada.

The acquiring and disposal of real property shall be decided by a two-thirds (2/3) majority of the voting members present at a duly called congregational business meeting. Where property is placed in trust with The Pentecostal Assemblies of Canada, either district or international, a 75 percent majority of those voting at a duly called congregational business meeting shall be required.

In the matter of disposing of any real property of this local church, this congregation shall be subject to the property regulations in force from time to time in the by-laws of The Pentecostal Assemblies of Canada and the district constitution and by-laws, the applicable provincial laws, and the *Declaration of Trust*, where applicable.

ARTICLE 10 DEPARTMENTS:

The departments of this local church may be Christian Education, Youth Ministries, Men's Ministries, Women's Ministries, and Children's Ministries. The [leadership] shall have authority to institute such other departments of this local church as deemed necessary from time to time.

ARTICLE 11 AMENDMENTS:

This constitution may be amended at any annual congregational business meeting of this local church or at any special congregational business meeting duly called for that specific purpose, provided that a copy of the proposed amendment has been presented in writing to the [leadership] and to the District Superintendent at least 30 days before the date of the congregational business meeting, and providing that notice of said proposed amendment shall have been given in the announcements of the said congregational business meeting.

A copy of the proposed amendment or amendments shall be available to any voting member between the time of the announcement and the time of the congregational business meeting on application to the secretary of the [leadership].

An amendment to be adopted shall require a two-thirds (2/3) majority vote of the members present and voting at the meeting. Such amendment shall not be contrary to the regulations of the General Conference or the *General Constitution and By-Laws* or district constitution and by-laws or *Local Church Constitution and By-Laws* of The Pentecostal Assemblies of Canada, the applicable provincial laws, and the *Declaration of Trust*, where applicable.

By-Laws

BY-LAW 1 MEMBERSHIP

1.1 MEMBERSHIP COMMITTEE: A membership committee composed of the pastor and the [leadership] shall receive applications for membership, shall make investigation relating thereto as it deems proper, and shall approve for admission into the local church those applicants who meet membership requirements.

1.2 PROCEDURE FOR APPLICATION

1.2.1 Application for membership shall be received on a signed application form whereby the applicant agrees to abide by the provisions of the *Local Church Constitution and By-Laws* including the terms of membership as stated in Article 6.1.

1.2.2 Applicants who have been approved by the membership committee for membership in this local church shall be publicly received into the local church (Galatians 2:9) and may receive notification confirming membership. Membership may be reviewed annually by the membership committee.

1.3 TRANSFER: Members who move from another local church and desire to have their membership transferred should request a certificate or letter of transfer from the membership committee of the former local church for presentation to the membership committee of this local church. Members who move to another local church shall be given, upon written request, a certificate or letter of transfer by the membership committee of this local church.

1.4 DISMISSAL OF MEMBERSHIP: Grounds for dismissal of membership in this local church shall include the following:

1.4.1 VOLUNTARY RESIGNATION OF MEMBERSHIP

1.4.1.1 Voluntary withdrawal from membership in this local church or reception into the membership of another congregation;

1.4.1.2 Issuance of a transfer letter;

1.4.1.3 Absence from the regular services of the local church for three (3) consecutive months, upon issuance of a letter from the membership committee noting this voluntary withdrawal.

1.4.2 DISCIPLINARY DISMISSAL OF MEMBERSHIP: Upon the conclusion of disciplinary procedures according to By-Law 6 of the *Local Church Constitution and By-Laws* which finds a member responsible for a failure under the causes of disciplinary action.

BY-LAW 2 PASTOR AND [LEADERSHIP]

2.1 PASTOR

2.1.1 APPOINTMENT AND CALL: A call shall be extended to a pastor when the pastor receives a two-thirds (2/3) majority of the ballots cast at a meeting duly convened for that purpose. Upon acceptance of the call or confirmation of the appointment, a ministry agreement shall be established.

2.1.2 DUTIES: The pastor shall be considered the primary spiritual overseer of the local church and shall, with the [leadership], direct all of its activities. (The pastor shall consult with the [leadership] regarding the ongoing health and wholeness of the congregation and to ensure the appropriate ministries and programs are in place to accomplish the same.) The pastor shall arrange for all special meetings, missionary conventions or revival campaigns. The pastor shall act as chair of all the business meetings of the local church, and of the [leadership]. The pastor shall be, ex officio, a

member of all committees and departments. The pastor shall provide for all the services of the local church, and no person shall be invited to speak or preach in the local church without the approval of the pastor (and as provided in *General Constitution and By-Laws* 10.5.9 and 10.5.10). No congregational or [leadership] meeting shall be held in the absence of the pastor without the written authorization of the pastor.

2.1.3 CONCLUSION OF MINISTRY AGREEMENT: The pastor may conclude their ministry agreement by giving a minimum of one (1) month written notice to the congregation or to the [leadership] by a letter addressed to the secretary of the [leadership] of the local church. The pastor must also immediately notify the District Superintendent of this conclusion of ministry agreement.

2.1.4 VACANCY: When the pastorate becomes vacant, the District Superintendent or the authorized representatives of the District Superintendent shall be empowered to act in the full legal capacity of the pastor, who shall arrange to supply the pulpit with suitable pulpit ministry until such time as a new pastor has been duly installed.

2.1.5 PASTOR/CONGREGATION RELATIONSHIP: When difficulties have arisen between the pastor and the [leadership] or congregation which do not involve the credentials of the pastor, but only the position as pastor, and which apparently cannot be resolved at the local level, the pastor, the [leadership] or a quorum consisting of not fewer than one-third (1/3) of the regular members of the local church shall have the right to appeal to the district executive for help in resolving the impasse.

The refusal of a pastor to call a meeting of the [leadership] shall constitute the [leadership's] right to appeal to the district executive.

If a satisfactory settlement cannot be reached, the District Superintendent may call a congregational meeting, to be presided over by the District Superintendent or the authorized representative of the District Superintendent.

If the District Superintendent, or their representative, calls for a vote of confidence in the pastor, the roster for the vote shall include only those members who held membership 60 days prior to the vote of confidence and shall exclude the pastor and members of the pastoral staff, as identified in the minutes of the [leadership], and their spouses, who shall not be included in the quorum necessary to have a congregational meeting. The vote shall require a simple majority in support of the pastor, for the pastor to retain the position as pastor. If such is not achieved, the pastor's duties shall be terminated immediately, and the pastor shall be given a minimum of one (1) month salary but not more than three (3) months salary with benefits and the use of the parsonage during that period, or the regular housing allowance if the pastor is not living in the church parsonage. If the pastor has served for a period of a minimum of two (2) years and has failed to receive the required majority in the confidence vote, or has complied with a request from the [leadership] to conclude their ministry agreement, the pastor shall be given a maximum of three (3) months salary with benefits and the use of the parsonage during that period, or the equivalent housing allowance if the pastor is not living in the church parsonage.

2.1.6 CHARGES INVOLVING CREDENTIALS: Allegations leading to charges in matters involving the pastor's right to hold credentials with The Pentecostal Assemblies of Canada as defined in By-Law 10.6.2, must be made to the district executive in writing, and properly signed by one who is willing to appear in person and give testimony concerning the charges. Charges brought against a credential holder shall be dealt with according to provisions made in the *General Constitution and By-Laws* of The Pentecostal Assemblies of Canada.

2.1.7 CHARGES INVOLVING THE *CRIMINAL CODE* OF CANADA: In the event that ministry is restricted by the District Superintendent as a result of a credential holder being charged under the *Criminal Code* of Canada, the credential holder shall continue to receive remuneration for a maximum of three (3) months.

2.2 OFFICERS

2.2.1 SECRETARY – TREASURER: The secretary-treasurer shall be capable of performing such clerical duties as this office requires, and shall be appointed annually by the [leadership], and may be one (1) of its own members. The offices of secretary and treasurer may be filled by the same person, who may or may not be a member of the [leadership].

2.2.2 DUTIES – SECRETARY: The secretary shall be custodian of the records of the various congregational meetings and shall record the same in record books provided for that purpose. The secretary shall preserve the records of the local church and prepare reports as directed by the [leadership].

2.2.3 DUTIES – TREASURER: The treasurer shall be the custodian of the general funds of the local church and shall deposit the same in a chartered bank or credit union in the name of the local church, and shall disperse such funds as authorized by the [leadership]. The treasurer shall ensure that an accurate record of accounts is kept, and shall present a financial statement at the annual congregational meeting and at any other time when requested to do so by the [leadership] or the local church congregation. The books shall be reviewed before the annual congregational meeting by financially qualified individuals appointed by the [leadership].

2.2.4 DUTIES - OTHER OFFICERS: Departmental officers' terms of reference shall be outlined in the departmental constitution, as adopted by this congregation.

2.3 [LEADERSHIP]

2.3.1 QUALIFICATIONS: The qualifications for service on the [leadership] shall be determined and approved in accordance with the policy of this local church, as guided by such scriptural provisions as are cited in Acts 6:3, 1 Timothy 3:8-13, and Titus 1:5-9. The official [leadership] shall be comprised of members who are of good report and sound judgment, examples to the congregation in matters of stewardship, church attendance, and spiritual maturity, and seeking constantly, as sanctified vessels, to be filled with the Holy Spirit (Acts 2:4; Ephesians 5:18).

2.3.2 DUTIES

2.3.2.1 The [leadership] is chosen to serve the church with the pastor in matters pertaining to the operation of the local church. They shall assist in the ministry of its ordinances and shall act in the examination of applications for membership, and also in the administration of the discipline of the local church. They shall appoint a recording secretary from among their members to record the minutes of their meetings.

2.3.2.2 A majority present in any meeting of the [leadership] shall constitute a quorum, provided that all the members have been notified to be present.

2.3.2.3 It shall be the duty of the [leadership] to ensure that an adequate compensation package is provided for the pastor, together with suitable housing facilities. Suitable housing facilities shall be understood to mean an adequate dwelling in good repair, together with utilities such as heat, water, electricity and telephone or financial provision for such services, and a vehicle allowance. An annual salary review shall be made.

2.3.2.4 A majority of the [leadership] shall have the right to ask the pastor to convene an official [leadership] meeting.

2.3.2.5 Where there is need for trustees, the [leadership] shall name at least three (3) of its members to act in that capacity.

2.3.2.6 The [leadership], with the pastor, shall meet regularly for the transaction of routine business for the local church, the time and place to be announced by the pastor

2.3.3 ACCOUNTABILITY

2.3.3.1 TO THE PASTOR: To support the pastor in his/her primary responsibility to his/her family; encourage and enable the pastor to a continual growth in leadership through continuing education, development, courses, seminars, and resources; assure administrative excellence in financial reporting, strategic planning, communication, labour relations and other assigned duties; assist in creating and implementing a vision and strategy for the church; assist in the development of that church as a disciple-making, equipping community; ensure a global missions strategy and commitment; respect and understand mutual accountability (Rom. 1:8); and provide covering, care, and nurture for the pastor.

2.3.3.2 TO OTHER MEMBERS OF [LEADERSHIP]: Support the [leadership] in their primary responsibility to their family; encourage and enable the [leadership] to a continual growth in leadership through prescribed courses made available through The Pentecostal Assemblies of Canada; assume responsibility for areas of expertise and giftedness to assure administrative excellence in the church; fulfill assigned duties as directed by the [leadership]; assist in creating and implementing a vision and strategy for the church; assist in the development of the church as a disciple-making, equipping community; ensure that adequate resources are available for touching, reaching and discipling the community; ensure a global missions strategy and commitment; respect and understand mutual accountability (Rom. 1:8); and provide covering, care, and nurture for each member of the [leadership]. It is expected that the [leadership] will function in confidentiality and loyalty, and model personal discipleship, which will contribute to the well being, reputation, and respect of the entire [leadership].

2.3.3.3 TO THE CONGREGATION: Model healthy family life and teach family values; ensure that adequate resources are available for touching, reaching and discipling the community; ensure clear communication of the vision, strategy and needs to the congregation; ensure that an adequate membership process is in place (including education, ministry, accountability and discipline); assist the congregation in understanding their spiritual responsibility to serve, give, share and be involved; assist the congregation in understanding their responsibility to support the leadership in its vision and direction for the future and health of the church; and assist the congregation to understand its role in, and commitment to, the community, as an agency of grace and spiritual light.

2.3.3.4 TO THE COMMUNITY: Understand their role of modeling Christian values of grace, love and acceptance to the community; raising church awareness of the community's needs, and the responsibility of the church to the community; to pray for and encourage the leadership of the community; and uphold and communicate justice and truth in the community.

2.3.4 TERM OF OFFICE

2.3.4.1 The term of office of all lay members of the [leadership] shall be for either one, two or three years, as determined by the local congregation. After a member has served for six consecutive years, the member will not be considered eligible to serve on the [leadership] for a period of one (1) year.

2.3.4.2 Termination of membership on the [leadership] shall occur if any [leadership] member, during the term of office, shall resign, move away, and cease to be a member of the congregation or be disqualified according to By-Law 1.4 of these by-laws. Provision is hereby made for the remaining members of the [leadership] to appoint a successor until the next annual meeting.

2.3.5 CONFLICT OF INTEREST

2.3.5.1 [Leadership] members shall not place themselves in a position where there is conflict of interest between their duties as [leadership] members and personal interests. Every [leadership] member who is in any way directly or indirectly interested in, or may become interested in, an existing or proposed contract, transaction, or arrangement with the church or who otherwise has a conflict of interest by virtue of involvement of a family member or the involvement of an employer, partner, business associate, or a corporation that the member is involved with as either a director, shareholder, officer, employee, or agent, then such [leadership] member shall declare a conflict of interest fully at a meeting of the board and withdraw from any discussion or vote.

2.3.5.2 The pastor, who serves as a member of the [leadership], or any member of the pastoral staff, shall absent himself/herself from a [leadership] meeting when salary and allowance review is being considered.

2.4 SERVANTS COUNCIL (if desired)

2.4.1 DUTIES

The purpose of a Servants Council is to assist the pastor and [leadership] to effectively serve the local church in practical ways. The Servants Council will:

2.4.1.1 Be appointed by the members of [leadership], for an unlimited tenure.

2.4.1.2 Serve in other ministries in the local church for a minimum of two (2) years prior to becoming a member of the Servants Council. Consideration provided for transferees.

2.4.1.3 Meet regularly for instruction, direction, accountability, evaluation and assignment of duties (e.g. department heads, usher, Women's Ministry, sound technician, Men's Fellowship, youth, young adults, treasurer, children, building maintenance), oversight of the administration of *Plan to Protect.*

2.4.2 QUALIFICATIONS

2.4.2.1 Character qualifications (1 Timothy, Acts 6): servant heart, ministry orientation

2.4.2.2 Skills required to complete the assigned task

2.4.2.3 Covenant of agreement with vision and direction

BY-LAW 3 SELECTION OF [LEADERSHIP] AND BUSINESS MEETINGS

OPTION ONE – ELECTED

3.1 NOMINATIONS

3.1.1 The nominating committee shall be comprised of the pastor and [leadership] or a committee appointed by the [leadership], which shall be constituted of the pastor, one (1) [leadership] member and three (3) non-[leadership] members.

3.1.2 The nominating committee, after its appointment, shall invite submissions from members of the congregation, until 14 days prior to the annual congregational business meeting, or a longer period as approved by resolution of the membership and recorded in minutes of the congregation. The submissions shall be in writing, signed by the local church member, and submitted without the knowledge of the person.

3.1.3 It shall be the duty of the nominating committee to receive submissions for each office to be filled

and, after determining if such individuals are qualified and willing to serve, shall present a slate of nominees for consideration at the congregational business meeting.

3.2 VOTING: All the elected officers of this local church, except the pastor, shall be declared elected upon receiving more than 50 percent of all votes cast for the office at the annual congregational business meeting. If the candidate is not elected on the first ballot, voting shall continue until an election is declared. If no election is declared as a result of the second election ballot, the name receiving the lowest number of votes shall be eliminated on each succeeding ballot.

When the church congregation is voting on business matters, a definite voting bar shall be made between those who are entitled to vote and those who are not so entitled. A member of the congregation wishing to challenge the right of another to vote may do so. In the event of such a challenge, a majority vote of the congregation shall decide.

OPTION TWO – PASTOR'S COUNCIL

3.1 SELECTION OR APPOINTMENT OF PASTOR'S COUNCIL: To inaugurate the Pastor's Council, the pastor will appoint the first council member. Then the pastor and the first council member will appoint the second council member. Then the pastor and two (2) council members will appoint the third council member.

3.1.1 All subsequent council members will be appointed by the Pastor's Council. Any exceptions to this procedure would require the involvement of the District Superintendent or a representative(s).

3.1.2 All members of the Pastor's Council will be presented at the annual congregational business meeting

3.2 VOTING: When the church congregation is voting on business matters, a definite voting bar shall be made between those who are entitled to vote and those who are not so entitled. A member of the congregation wishing to challenge the right of another to vote may do so. In the event of such a challenge, a majority vote of the congregation shall decide.

3.3 APPOINTED OFFICES: It shall be the duty of the newly elected [leadership] to fill all appointed offices for the ensuing year without delay.

3.4 ORDER OF BUSINESS: The regular order of business for the annual congregational business meeting of this local church shall be determined by the pastor and [leadership] which may include such items as:

- Devotional
- Reading of previous minutes by the secretary
- Report of treasurer
- Report of committees
- Unfinished business
- Selection of officers
- New business
- Adjournment

3.5 QUORUM: Twenty-five (25) percent of the voting membership shall be required to constitute a quorum. Those members who by reasons of health are unable to regularly attend church meetings may be omitted from the quorum calculation.

3.6 PARLIAMENTARY ORDER: In order to expedite congregational business meetings this local church shall be governed by the spirit of Christian love and fellowship and by the accepted rules of parliamentary procedure as outlined in *Robert's Rules of Order*, or *Code Morin*.

BY-LAW 4 **DEPARTMENTS:** All departments of this local church shall be responsible to the pastor and the [leadership], and shall present annual reports to the annual congregational business meeting.

BY-LAW 5 MEETINGS

5.1 **REGULAR CHURCH SERVICES:** The time and place of the regular church services shall be determined by the [leadership] and the pastor.

5.2 No member or any number of members shall call any private, secret, business or devotional meetings without the knowledge and consent of the [leadership] and the pastor.

BY-LAW 6 DISCIPLINE AND RESTORATION

6.1 **NATURE AND PURPOSES OF DISCIPLINE:** Discipline is an exercise of scriptural authority for which the local church is responsible. The aims of discipline are that God may be honoured, that the purity and welfare of the local church may be maintained, and that those under discipline may be brought to repentance and restoration.

Discipline is to be administered for the restoration of local church members, while fully providing for the protection and advancement of the spiritual welfare of our local churches. It is to be redemptive in nature as well as corrective, and is to be exercised as under a dispensation of both justice and mercy. The following shall be proceeded with only after all other avenues of Christian counsel and brotherly admonition have been attempted.

6.2 **CAUSES OF DISCIPLINARY ACTION:** Any proven act or conduct which, in the opinion of the [leadership], after a full investigation of the evidence may be determined to be in contradiction of the actions and principles as stated in Article 6.1 of the *Local Church Constitution and By-Laws* may give just cause for disciplinary action by the [leadership]. Without limiting the generality of the foregoing, among such causes for action shall be:

6.2.1 Any moral failure involving sexual misconduct or sexual deviation (including, but not limited to adultery, homosexuality, incest, sexual assault, pornography and improper contact with the opposite sex).

6.2.2 Any moral or ethical failure other than sexual misconduct or any conduct unbecoming to a local church member (including, but not limited to deception, fraud, theft and assault).

6.2.3 Any act or action of a local church member, which is the cause of serious discord or dissension, with or without malicious intent (Romans 16:17, 18; Proverbs 6:19).

6.2.4 The propagation of doctrines and practices contrary to those set forth in the *Statement of Fundamental and Essential Truths* of The Pentecostal Assemblies of Canada.

6.3 INITIATIVE

6.3.1 **AUTHORITY:** Occasions sometimes arise which make it necessary to deal with local church members who have reached the place where, in the opinion of the [leadership], endorsement can no longer be given. The [leadership], which has the authority to approve church membership, also has the right to withdraw their approval and to dismiss church membership.

6.3.2 **[LEADERSHIP] RESPONSIBILITY:** The [leadership] is responsible to deal with allegations of misconduct according to the *Local Church Constitution and By-Laws*.

In the event that the [leadership] finds itself compromised in any manner, or appearing to lack impartiality, it shall have the right to appoint a substitute committee to hear charges against a church member.

6.3.3 STATEMENT OF CONDUCT: Should a local church member admit to, or confess to a wrongdoing or misconduct to the board, such as should require disciplinary action, then the [leadership] shall exercise discretion as to the appropriate form of discipline.

6.3.4 REPORTS, RUMOURS OR COMPLAINTS: Should there be reports, rumours or complaints, written or unwritten, which appear to be persistent, serious, becoming publicly known and posing a detriment to the testimony of the individual or church, then the pastor shall use their judgment to discuss the matter with the member being accused, always in the presence of a member of the [leadership]. The pastor and [leadership] member shall exercise their discretion as to whether or not to commence an official investigation.

6.3.5 INVESTIGATION OF REPORTS OR COMPLAINTS OF ALLEGED VIOLATIONS: Written and signed allegations of violations under By-Law 6.2 by a local church member shall be investigated. The pastor shall appoint two (2) members of the [leadership] to investigate the allegation, having in mind that it is their responsibility to safeguard the member, the local church and the fellowship. This shall be done to determine the credibility of the allegation.

6.3.5.1 Signed written allegations shall be filed with the Pastor and/or a member of the [leadership], by the complainant(s) describing the alleged violations.

6.3.5.2 The persons making the allegation shall be interviewed in order to ascertain the facts in the case and the reasons underlying the allegation.

6.3.5.3 The accused local church member shall be given an opportunity to be interviewed to discuss the allegation.

6.3.5.4 Should a local church member, when presented with the allegations, acknowledge a wrongdoing that requires disciplinary action, then the Pastor or the Pastor's designate shall report the acknowledgment of wrongdoing to the [leadership] who shall initiate appropriate disciplinary action and a restoration program.

6.3.5.5 Should the local church member deny the allegations made, the investigators shall determine if the evidence merits a disciplinary hearing.

6.3.5.6 Where an accused local church member serves in a leadership capacity in the local church, such ministry may be restricted during the investigation at the discretion of the Pastor.

6.3.6 LEGAL CHARGES

6.3.6.1 Where a local church member has been legally charged under the *Criminal Code* of Canada:

6.3.6.1.1 No disciplinary procedures will be followed until the legal proceedings, including appeal, have run their course.

6.3.6.1.2 Continuing involvement in the local church leadership may be subject to restriction during the time of the legal proceedings at the discretion of the [leadership].

6.3.6.1.3 A guilty verdict of a local church member following the legal proceedings, including appeal, shall automatically precipitate disciplinary procedures by the [leadership].

6.3.6.1.4 Local church members may be eligible for participation in a restoration

program upon request for reconciliation.

6.3.6.2 Should the allegations against the local church member be one of a violation which is required by law to be reported (including, but not limited to, offences against minors), the [leadership] shall report the accused to the appropriate legal authorities and delay their own investigation, until the appropriate legal authorities have opportunity to investigate.

6.3.7 PREPARATION AND FILING OF CHARGES: Allegations shall only be investigated when they have been made in writing, dated and signed by the complainant.

If, after due investigation, it is determined that a disciplinary hearing should occur, charges should be filed with the [leadership].

The person against whom charges have been filed shall be informed by registered mail of the charges at least 15 days before being called to appear before the [leadership] for a disciplinary hearing. The hearing shall take place within 40 days of formal charges being delivered to the local church member, or the entire proceeding shall be rescinded. A copy of the charges shall be sent to the District Superintendent.

The said local church member may be relieved immediately from local church involvement upon being notified of the charges.

6.3.8 DISPOSITION OF ALLEGATIONS

6.3.8.1 If written allegations are made and signed, but the investigators conclude under the guidelines of the *Local Church Constitution and By-Laws* that no reason exists for a hearing, then the matter shall be dropped.

6.3.8.2 The pastor, or the pastor's appointee, may seek to counsel all parties involved and to bring to an end any continuation of rumours or conflicts related to the matter.

6.3.8.3 The complainant shall be informed in writing that the investigation has been concluded and the allegations dismissed.

6.3.8.4 There shall be no record of the investigation kept.

6.3.8.5 The church member shall be informed in writing that the investigation of the allegations has concluded and no charges have been laid.

6.3.9 DISCIPLINARY HEARING: In the event the investigators find the charges merit a hearing they shall request the pastor to arrange for a disciplinary hearing by the [leadership] for the accused local church member. The local church member shall be requested to appear at the hearing.

To ensure the ability of the hearing committee to render an impartial judgment, no member of the [leadership] of the local church may sit on the hearing committee when they have been party to the details of the investigation or any event or incident related to the alleged offence.

The pastor may attend the hearing as an observer but shall not participate nor be present when a vote is taken in the decision as to guilt or innocence. The role of the pastor is to be redemptive to all parties involved.

If the accused local church member refuses to appear at the hearing to offer a defence, the hearing will proceed and the accused member may be disciplined if found guilty of the charges preferred.

6.3.9.1 CHAIR: A member of the hearing committee shall be appointed by the pastor to serve as chair.

The chair of the hearing committee along with the pastor shall prepare an agenda and arrange for all matters of the hearing.

The chair shall appoint a recording secretary from the membership of the hearing committee.

6.3.9.2 ROLE OF INVESTIGATORS

6.3.9.2.1 The investigators shall bring a report to the hearing and offer evidence as discovered during the investigation procedures.

6.3.9.2.2 They shall not participate nor be present when a vote is taken in the decision as to guilt or innocence.

6.3.9.2.3 No evidence or comment regarding the evidence shall be given by the investigators or accusers in the absence of the accused local church member, unless the accused local church member has failed to, or has refused to, appear at the hearing.

6.3.9.3 LOCAL CHURCH MEMBER'S SUPPORT: The accused local church member shall have the right to have a member of this local church present for support but not as an active participant in the hearing process. The supporting person may be the spouse of the accused local church member.

Legal counsel shall not be present for either side at the hearing.

6.3.9.4 The agenda and proceedings shall provide sufficient opportunity for the complainant and complainee to speak, offer evidence, cross examine, present witnesses, and to make a summation statement. It will be the role of the hearing committee to question and make inquiry of the participants and to seek to have all the facts, evidence and testimony duly presented and examined to ensure an objective decision.

6.3.9.5 The verdict shall be made by secret ballot in the absence of investigators, the complainant and the supporting member if present and the complainee. A two-thirds (2/3) majority vote shall be required to determine guilt.

6.3.9.6 If it has been determined that guilt has been established, discipline shall be administered prayerfully and in the fear of God, in accordance with the Scriptures and as set forth in the *Local Church Constitution and By-Laws*.

6.3.9.7 ANNOUNCEMENT OF THE VERDICT

6.3.9.7.1 The verdict shall be communicated to the pastor and placed in the minutes of the [leadership]. If the verdict is one of guilt, then the minutes of the hearing and any other relevant documents shall be maintained in a confidential file until the disciplinary process has been completed.

6.3.9.7.2 The pastor shall communicate the verdict in writing to the local church member and the complainant within five (5) days of the decision of the hearing committee.

6.3.9.7.3 If a guilty verdict is reached, the local church member shall be informed in writing of the right and process of appeal.

6.3.9.7.4 If the verdict is one of not guilty, then no record of the hearing shall be maintained.

6.3.10 DISCIPLINE: A local church member who has been found guilty of violating or who has

confessed in writing to having violated any of the principles set forth in the *Local Church Constitution and By-Laws*, shall be subject to disciplinary action by the [leadership]. Said discipline shall be administered in brotherly love and kindness. The [leadership] shall weigh decisions on the basis of the offence itself.

A local church member who has confessed to, or been found guilty of, the charges may have their membership placed on probation, or suspended.

A local church member who refuses to enter the restoration program and does not complete the same shall have their membership dismissed.

6.3.11 RIGHT OF APPEAL: The local church member shall have the right of appeal. The purpose of the appeal is to examine the process and the judgment rendered.

Any appeal of the decision by the hearing committee must be made in writing within 30 days of receiving the decision of the committee to the secretary of the [leadership]. The [leadership] shall request the District Superintendent to appoint a committee to hear the appeal.

The appeal will be heard within 60 days of receiving the request for an appeal in writing.

The accused person will be present at this appeal, but if the accused person neglects or refuses to attend the hearing, it may proceed in the absence of the accused person. The decision of this appeal committee will be final.

The decision of the appeal committee will be communicated in writing to the church member by the chair of the appeal committee within five (5) days of the appeal hearing.

Legal counsel shall not be present for either side at the appeal hearing, nor in any other investigative or disciplinary hearing provided for in these by-laws.

6.3.12 RESTORATION: In the event a local church member who has been found guilty of offence shows repentance and indicates a desire for continued fellowship with the local church, the [leadership] shall determine an appropriate restoration program, which would have in view the completion of a suspension period or the reinstatement of membership as applicable.

The program of restoration shall be administered in brotherly love and kindness.

The restoration program may include limitations of ministry involvement during the term of restoration.

6.3.13 REINSTATEMENT OF MEMBERSHIP: Persons who have had their membership suspended and have successfully completed the restoration program may apply for reinstatement of membership by communicating their request to the secretary of the [leadership].

6.3.14 WAIVER OF CLAIM: Notwithstanding the provisions hereinbefore contained, certificates of membership of this local church shall be issued upon the condition that suspension of the member and withdrawal of the certificate of membership in the manner herein provided shall not give the suspended member cause for legal action against the pastor or any member taking part in the suspension proceedings; and the acceptance of the certificate of membership or fellowship in this local church shall be evidence of a waiver by the member of all rights of action, causes of action, and all claims and demands against the local church or any member or officer of The Pentecostal Assemblies of Canada by virtue of suspension proceedings and withdrawal of the certificate of membership or fellowship in this local church under the foregoing provision.

BY-LAW 7 RESPONSIBILITIES AND PRIVILEGES OF AFFILIATION

7.1 Accepting our responsibility under the great commission of the Lord Jesus Christ, as stated in Matthew 28

and Mark 16, this local church shall support the missionary program and policy of The Pentecostal Assemblies of Canada, and shall take one (1) missionary offering each month for this purpose.

7.2 Recognizing the responsibility of this local church to adequately provide for those who are employed in pastoral and staff services to this local church, including adequate provision for current ministry and future retirement support; and recognizing that The Pension Fund (1969) of The Pentecostal Assemblies of Canada exists to serve retired ministers, missionaries, and employees of local church, as an affiliated local church, the [leadership] shall ensure that each credentialed pastor and qualifying local church employee shall regularly participate in a retirement income plan such as The Pension Fund (1969) of The Pentecostal Assemblies of Canada, and the local church shall match the contributions of its employees in accordance with Canadian pension legislation and regulations.

7.3 Recognizing the important services rendered to this congregation by the international and district offices of The Pentecostal Assemblies of Canada, this local church shall support the ministry and fellowship services of the international and district offices, the international missions objectives of The Pentecostal Assemblies of Canada, The Pentecostal Assemblies of Canada Bible college serving this district, and other responsibilities as may be determined by the General Conference of The Pentecostal Assemblies of Canada.

This shall be done in accordance with the General Conference resolution that each local church forward an amount equal to ten (10) percent of its general fund offerings (does not include missionary offerings, building fund, or any other special fund) to the district office at regular intervals to support the ministry and fellowship services. The district office will forward ten (10) percent from these funds to the International Office for ministry and fellowship services.

7.4 This local church assumes the responsibilities of paying the moving expenses of an incoming pastor and the elected pastor's expenses incidental to attending the district conference and to any district-sponsored convention held for the benefit of its ministers.

7.5 FINANCES

7.5.1 This local church, prior to the making of application for loan from any source or incurring indebtedness on a purchase plan or otherwise when repayment is not to be made in full within 12 months of the date of the intended loan or where the intended indebtedness, together with all other indebtedness of the said local church, in the aggregate will exceed ten (10) percent of the total amount of the previous year's gross revenues, then the local church shall consult with and obtain the approval of the district executive before proceeding with the requirements of By-Law 7.5.2 hereof.

7.5.2 This local church shall then obtain the approval of its congregation to the proposed action by resolution, passed at a duly called special or regular annual congregational business meeting.

7.5.3 If the property title of the local church is held in trust by The Pentecostal Assemblies of Canada, according to the terms of the *Declaration of Trust*, the local church may be eligible to negotiate a Pension Fund mortgage with the International Office or receive investment funds from the district office. Exceptions may be made when deemed appropriate.

A district office shall have the option of lodging a lien with the International Office where the title is being held or when registering a mortgage in the regional land titles office on the title of the local church for the amount of money invested in the local church by the district office. In the event a lien is lodged against the said property at the International Office, the executive officers who have the constitutional right to bind the corporation shall provide a written undertaking to the district office that the title of the said local church shall not be released without the written consent of the district office.

7.6 The district executive has the privilege to create policies which will allow local churches to request care and intervention from time to time.

BY-LAW 8 **AMENDMENTS:** These by-laws may be amended at any annual congregational business meeting of this local church or any special congregational business meeting duly called for that specific purpose, provided that a copy of the proposed amendment has been presented in writing to the [leadership] and to the District Superintendent at least 30 days before the date of the business meeting, and providing that notice of said proposed amendment shall have been given in the announcements of the said business meeting.

A copy of the proposed amendment or amendments shall be available to any voting member between the time of announcement and the time of the congregational business meeting on application to the secretary of the [leadership].

An amendment to be adopted shall require a two-thirds (2/3) majority vote. Such amendment shall not be contrary to the regulations of the General Conference or *General Constitution and By-Laws* or district constitution and by-laws or *Local Church Constitution and By-Laws* of The Pentecostal Assemblies of Canada, or contrary to the *Declaration of Trust*, where applicable.

Statement of Fundamental and Essential Truths

Article 5 of the *General Constitution and By-Laws*
Amended by General Conference, 2008

PREAMBLE

The Pentecostal Assemblies of Canada stands firmly in the mainstream of historical Christianity. It takes the Bible as its all-sufficient source of faith and practice, and subscribes to the historic creeds of the universal church. In common with historical, evangelical Christianity, it emphasizes Christ as Saviour and coming King. It also presents Christ as Healer, and it adopts the distinctive position that speaking in tongues is the initial evidence when Christ baptizes in the Holy Spirit. (See Article 5.6.3)

5.1 HOLY SCRIPTURES

All Scripture is given by inspiration of God[27] by which we understand the whole Bible to be inspired in the sense that holy men of God were moved by the Holy Spirit to write the very words of Scripture.[28] Divine inspiration extends equally and fully to all parts of the original writings. The whole Bible in the original is, therefore, without error and, as such, is infallible, absolutely supreme and sufficient in authority in all matters of faith and practice.[29]

The Bible does not simply contain the Word of God, but is, in reality, the complete revelation and very Word of God inspired by the Holy Spirit. Christian believers today receive spiritual illumination to enable them to understand the Scriptures,[30] but God does not grant new revelations that are contrary or additional to inspired biblical truth.[31]

5.2 THE GODHEAD

The Godhead exists eternally in three persons: the Father, the Son, and the Holy Spirit. These three are one God, having the same nature and attributes and are worthy of the same homage, confidence, and obedience.[32]

5.2.1 THE FATHER

The Father exists eternally as the Creator of heaven and earth, the Giver of the Law, to whom all things will be subjected, so that He may be all in all.[33]

5.2.2 THE SON

The Lord Jesus Christ, the eternal and only begotten Son of the Father, is true God and true man.[34] He was conceived of the Holy Spirit, born of the Virgin Mary,[35] and by His sinless life, miracles and teaching, gave full revelation of the Father.[36]

He died upon the cross, the Just for the unjust, as a substitution sacrifice.[37] He rose from the dead.[38] He is now at the right hand of the Majesty on high as our great High Priest.[39] He will come again to establish His kingdom in righteousness and peace.[40]

5.2.3 THE HOLY SPIRIT

The Holy Spirit is also God, performing actions and possessing the attributes of the Deity.[41] His personality is shown by the fact that He has personal characteristics and that individuals may relate to Him as a person.[42]

5.3 ANGELS

[27] 2 Tim. 3: 16, 17
[28] 2 Pet. 1: 20,21
[29] Psa. 119:160; Matt. 5:17,18
[30] 1 Cor. 2:12-14
[31] Prov. 30:5,6
[32] Matt. 3:16,17; 28:19; 2 Cor. 13:14
[33] Gen. 1:1; 1 Cor. 15:28
[34] John 1:1,14; 10:30,17; Phil. 2:6,7; Heb. 1:8
[35] Luke 1:26-35
[36] John 12:49; Acts 2:22; 2 Cor. 5:21; Heb. 7:26
[37] Rom. 5:6,8; 1 Cor. 15:3; 1Pet. 3:18
[38] Matt. 28:6; 1 Cor. 15:4,20
[39] Acts 1:9-11; 2:33; Heb. 8:1
[40] Matt. 25:31
[41] Acts 5:3,4
[42] John 16:13-14

5.3.1 CLASSIFICATION

Angels were created as intelligent and powerful beings to do the will of God and worship Him.[43] However, Satan, the originator of sin, fell through pride and was followed by those angels who rebelled against God. These fallen angels or demons are active in opposing the purposes of God.[44]

Those who remained faithful continue before the throne of God and serve as ministering spirits.[45]

5.3.2 THE BELIEVER AND DEMONS

Demons attempt to thwart God's purposes; however, in Christ, the believer may have complete liberty from the influence of demons.[46] He cannot be possessed by them because his body is the temple of the Holy Spirit in which Christ dwells as Lord.[47]

5.4 MAN

Man was originally created in the image and likeness of God.[48] He fell through sin and, as a consequence, incurred both spiritual and physical death.[49] Spiritual death and the depravity of human nature have been transmitted to the entire human race[50] with the exception of the Man Christ Jesus.[51] Man can be saved only through the atoning work of the Lord Jesus Christ.[52]

5.5 SALVATION

5.5.1 ATONEMENT OF CHRIST

Salvation has been provided for all men through the sacrifice of Christ upon the cross.[53] It is the only perfect redemption and substitution atonement for all the sins of the world, both original and actual. His atoning work has been proven by His resurrection from the dead.[54] Those who repent and believe in Christ are born again of the Holy Spirit and receive eternal life.[55] Furthermore, in the atonement, divine healing was provided for all believers.[56]

5.5.2 REPENTANCE AND FAITH

Man can be born again only through faith in Christ. Repentance, a vital part of believing, is a complete change of mind wrought by the Holy Spirit,[57] turning a person to God from sin.

5.5.3 REGENERATION

Regeneration is a creative work of the Holy Spirit by which man is born again and receives spiritual life.[58]

5.5.4 JUSTIFICATION

Justification is a judicial act of God by which the sinner is declared righteous solely on the basis of his acceptance of Christ as Saviour.[59]

[43] Psa. 103:20; Rev. 5:11,12
[44] Isa. 14:12-17, Eze. 28:11-19; Eph. 6:11-12; 1Tim. 4:1; Jude 6
[45] Heb. 1:14
[46] Heb. 2:14; 1 John 3:8; 4:1-4
[47] Matt. 6:24; 1 Cor. 6:19,20
[48] Gen. 1:26; 2:7
[49] Rom. 5:12; James 1:14,15
[50] Jer. 17:9; Rom. 3:10-19, 23
[51] Heb. 7:26
[52] John 14:6; Acts 4:12; 1 Tim. 2:5,6
[53] Isa. 53:3-6; John 12:32,33; 1 Pet. 2:24
[54] Acts 2:36; Rom. 4:25; 1 Cor. 15:14,17,20; Heb. 10:12; 1 John 2:2
[55] Acts 20:21; 1 Pet. 1:23,25
[56] Isa. 53:4,5; Matt. 8:16b,17
[57] Isa. 55:7; Acts 17:30; Gal. 3:22,26; Eph. 2:8; 1 John 5:10-13
[58] John 3:3b,5b,7; 2 Cor. 5:17,18a; 1 Pet. 1:23
[59] Rom. 3:24; 4:3-5; 5:1-2

5.6 THE CHRISTIAN EXPERIENCE

5.6.1 ASSURANCE

Assurance of salvation is the privilege of all who are born again by the Spirit through faith in Christ,[60] resulting in love, gratitude and obedience toward God.

5.6.2 SANCTIFICATION

Sanctification is dedication to God and separation from evil.[61] In experience it is both instantaneous[62] and progressive.[63] It is produced in the life of the believer by his appropriation of the power of Christ's blood and risen life through the person of the Holy Spirit;[64] He draws the believer's attention to Christ, teaches him through the Word and produces the character of Christ within him.[65] Believers who sin must repent and seek forgiveness through faith in the cleansing blood of Jesus Christ.[66]

5.6.3 BAPTISM IN THE HOLY SPIRIT

The baptism in the Holy Spirit is an experience in which the believer yields control of himself to the Holy Spirit.[67] Through this he comes to know Christ in a more intimate way[68] and receives power to witness and grow spiritually.[69] Believers should earnestly seek the baptism in the Holy Spirit according to the command of our Lord Jesus Christ.[70] The initial evidence of the baptism in the Holy Spirit is speaking in other tongues as the Spirit gives utterance.[71] This experience is distinct from and subsequent to the experience of the new birth.[72]

5.6.4 THE GIFTS OF THE SPIRIT

The gifts of the Spirit are supernatural abilities given by God through the exercising of which believers are enabled to minister effectively and directly in particular situations.[73] They serve the dual function of building up the church and of demonstrating the presence of God within His church.[74]

5.6.5 DIVINE HEALING

Divine healing provided in the atonement of Christ[75] is the privilege of all believers. Prayer for the sick and gifts of healing are encouraged and practiced.[76]

5.7 THE CHURCH

5.7.1 THE UNIVERSAL CHURCH

All who are born again are members of the universal church, which is the Body and Bride of Christ.[77]

5.7.2 THE LOCAL CHURCH

5.7.2.1 PURPOSE

The local church is a body of believers in Christ who have joined together to function as a part of the universal church.[78] The local church is ordained by God and provides a context in which believers

[60] John 10:27-29; Rom. 8:35-39
[61] 2 Cor. 6:14; 7:1
[62] John 17:17,19; Heb. 10:10,14
[63] 1 Thes. 5:23; 2 Tim. 2:19-22; 1 Pet. 1:14-16
[64] Rom. 6:11,13,14,18
[65] 1 Cor. 13; Gal. 5:22, 23; 2 Pet. 1:3-4
[66] 1 John 1:9; 2:1-2
[67] Matt. 3:11; Acts 1:5; Eph. 5:18
[68] John 16:13-15
[69] Acts 2:1-4; 9-17,39; 1 Cor. 14:18
[70] Luke 24:49; Acts 1:4, 8
[71] 2 Cor. 3:18; Acts 1:8
[72] Acts 8:12-17; 10:44-46
[73] 1 Cor. 12:4-11
[74] 1 Cor. 12:7; 14:12, 24-25
[75] Matt. 8:16,17
[76] 1 Cor. 12:28-30; James 5:14
[77] 1 Cor. 12:13; Eph. 5:25b; Col. 1:18; 1 Tim. 3:15
[78] Acts 14:23; 1 Cor. 16:19

corporately worship God[79], observe the ordinances of the church, are instructed in the faith and are equipped for the evangelization of the world.[80]

5.7.2.2 ORDINANCES

5.7.2.2.1 THE LORD'S SUPPER

The Lord's Supper is a symbol, memorial and proclamation of the suffering and death of our Lord Jesus Christ. This ordinance of communion is to be participated in by believers until Christ's return.[81]

5.7.2.2.2 WATER BAPTISM

Water baptism signifies the believer's identification with Christ in His death, burial and resurrection and is practiced by immersion.[82]

5.7.2.3 MINISTRY

A divinely called and ordained ministry is the provision of the Lord to give leadership to the church as it fulfills its purposes.[83]

5.8 THE END OF TIME

5.8.1 THE PRESENT STATE OF THE DEAD

At death the souls of believers pass immediately into the presence of Christ,[84] and these remain in constant bliss until the resurrection of the glorified body.[85] The souls of unbelievers remain after death conscious of condemnation[86] until the final bodily resurrection and judgment of the unjust.[87]

5.8.2 THE RAPTURE

The rapture, the blessed hope of the church, is the imminent coming of the Lord in the air to receive to Himself His own, both the living who shall be transformed, and the dead in Christ who shall be resurrected.[88] This event takes place before the wrath of God is poured out during the tribulation. Believers then will appear before the judgment seat of Christ to be judged according to faithfulness in Christian service.[89]

5.8.3 THE TRIBULATION

The tribulation will be a time of judgment on the whole earth.[90] During this period the Antichrist will emerge to offer false hope to the nations.[91]

5.8.4 THE SECOND COMING OF CHRIST

The return of Christ to earth in power and great glory will conclude the great tribulation with the victory at Armageddon,[92] the defeat of Antichrist and the binding of Satan.[93] Christ will introduce the millennial age,[94] restore Israel to her own land, lift the curse which now rests upon the whole creation, and bring the whole world to the knowledge of God.[95]

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[79] John 4:23; Acts 20:7
[80] Acts 1:8; 11:19-24; 2 Tim. 2:2; 1 Pet. 5:2
[81] Matt. 26:26-28; 1 Cor. 10:16-17; 11:23-26
[82] Matt. 28:19; Mark 16:15-16; Acts 2:38, 41; 8:36-39; Rom. 6:3-5
[83] Acts 6:2b-4c; 13:2-4a; 14:23; Eph. 4:8, 11-13
[84] 2 Cor. 5:8; Phil. 1:21, 23-24
[85] Rom 8:22-23; 1 Cor. 15:42-44; 2 Cor. 5:1,4b
[86] Luke 16:22-31; John 3:36
[87] Dan.12:2; John 5:28-29; 2 Thess. 1:7-10; Rev 20:11-15
[88] 1 Cor. 15:51-57; Phil. 3:20-21; 1 Thess. 4:13-18; Titus 2:13
[89] Rom. 14:10-12; 1 Cor 3:11-15; 2 Cor. 5:9-10
[90] Matt. 24:15, 21-22; 1 Thess. 5:1-3
[91] 2 Thess. 2:3-12; Rev. 13:11-18
[92] Matt. 24:27, 30; Luke 17:24, 26-30
[93] Rev. 16:12-16; 17:8, 12-14; 19:11-20
[94] Psa. 2:6-12; Dan. 2:44-45; Luke 22:29-30; Rev. 3:21; 20:6
[95] Isa. 1:24-27; 2:1-4; Zech. 14:3,4,9; Rom. 8:19-23; Rev. 22:3

5.8.5 THE FINAL JUDGMENT

There will be a final judgment in which the unbelieving dead will be raised and judged at the great white throne, according to their works.[96]

The beast and false prophet, the devil and his angels, and whoever is not found in the Book of Life, shall be cast into the lake of fire, not to annihilation but to everlasting punishment, which is the second death.[97]

5.8.6 THE ETERNAL STATE OF THE RIGHTEOUS

The righteous will share the glory of God in the new heaven and the new earth for eternity.[98]

5.9 POSITIONS AND PRACTICES

5.9.1 MARRIAGE AND THE FAMILY

Marriage is a provision of God wherein one man and one woman to the exclusion of all others enter into a lifelong relationship[99] through a marriage ceremony that is recognized by the church and legally sanctioned by the state.

Marriage establishes a "one-flesh" relationship[100] that goes beyond a physical union and is more than either a temporary relationship of convenience intended to provide personal pleasure or a contract that binds two people together in a legal partnership. Marriage establishes an emotional and spiritual oneness that enables both partners to respond to the spiritual, physical and social needs of the other.[101] It provides the biblical context for the procreation of children.

Marriage is to be an exclusive relationship that is maintained in purity.[102] It is intended by God to be a permanent relationship. It is a witness to the world of the relationship between Christ and His church.[103]

Marriage requires a commitment of love, perseverance and faith. Because of its sanctity and permanence, marriage should be treated with seriousness and entered into only after counsel and prayer for God's guidance. Christians should marry only those who are believers.[104] An individual who becomes a believer after marriage should remain with his/her partner in peace, and should give witness to the Gospel in the home.[105]

The Bible holds family life as a position of trust and responsibility. The home is a stabilizing force in society, a place of nurture, counsel, and safety for children.[106]

Marriage can only be broken by *porneia*, which is understood as marital unfaithfulness[107] involving adultery, homosexuality, or incest. While the Scriptures give evidence that the marriage vow and "one-flesh" union are broken by such acts and therefore recognize the breaking of the marriage relationship, the Scriptures do recommend that the most desirable option would be reconciliation.[108]

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[96] Dan. 7:9-10; John 12:48; Rom. 2:2,6,11,16; Rev. 14:9-11; 20:11-15
[97] Matt. 25:41b; Jude 6; Rev. 20:10,15; 21:8
[98] Matt. 13:43; John 17:24; 2 Pet. 3:13; Heb. 11:10; Rev. 21:1-2, 10, 22-23
[99] Gen. 2:24; Matt. 19:6
[100] Matt. 19:5; Mal. 2:15
[101] Gen. 2:18; 1 Cor. 7:2-5; Heb. 13:4
[102] Eph. 5:3, 26, 27
[103] Eph. 5:25, 31, 32
[104] 2 Cor. 6:1, 14, 15
[105] 1 Cor. 7:12-14, 16
[106] Eph. 6:4
[107] Matt. 5:32; 19:9
[108] Eph. 4:32

5.9.2 DIVORCE

We believe that divorce is not God's intention. It is God's concession to the "hardness of men's hearts." [109]

We, therefore, discourage divorce by all lawful means and teaching. Our objective is reconciliation and the healing of the marital union wherever possible. Marital unfaithfulness should not be considered so much an occasion or opportunity for divorce but rather an opportunity for Christian grace, forgiveness, and restoration. Divorce in our society is a termination of a marriage through a legal process authorized by the State. While the Church recognizes this legal process as an appropriate means to facilitate the permanent separation of spouses, the Church restricts the idea of divorce, in the sense of dissolution of marriage, to reasons specified in Scripture.

The weight of the biblical record is negative and the explicit statement is made, "God hates divorce."[110] Divorce is more than an action of the courts which breaks the legal contract between partners in a marriage. It is also the fracture of a unique human relationship between a male and a female. Divorce has profound consequences for the children. Divorce is evidence of the sinful nature expressed in human failure. Jesus gives one explicit cause for the dissolution of marriage: *porneia* or marital unfaithfulness.

Where all attempts at reconciliation have failed and a divorce has been finalized, we extend Christ's love and compassion.

5.9.3 REMARRIAGE

Remarriage is the union, legally sanctioned by the State, of one man and one woman, one or both of whom have been previously married. It is regarded as acceptable in Scripture in the event of the death of a former spouse. It is also regarded as acceptable if there has been sexual immorality on the part of the former partner or if the former partner has remarried.

5.9.4 TITHING

Tithing was divinely instituted by God under the old covenant and was compulsory upon the people who worshiped God.[111] Under the new covenant we are not bound by arbitrary laws; but the principles of right and wrong, as expressed by the law, are fulfilled in the believer's life through grace. Grace should produce as much as or more than law demanded. Regular systematic giving is clearly taught in the New Testament. It is known as the grace of giving.[112] The gauge or rule of this systematic giving is defined in the Old Testament, known as the law of tithing. All Christians should conscientiously and systematically tithe their income to God.

[109] Matt. 19:8
[110] Mal. 2:16
[111] Lev. 27:30-32; Mal. 3:10
[112] 2 Cor. 9:6-15

END OF MANUAL