

**The
Pastoral Search
Process
-
a Guide
For the
Search Committee**

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Foreword

With a pastoral vacancy, your church is going through a period of transition. Transitions are usually accompanied by a variety of feelings and emotions. Even if the pastoral vacancy is a result of a positive life event, such as a retirement, this period of time will be viewed by some as a disruption to the life of the church. As difficult as this time may seem to some, the congregation has the opportunity to look forward and anticipate what new thing God will work in the life of the church with the coming of new pastoral leadership. The question at this point should not be “who will we get for a new pastor?” but consider the question “who are we and where do we want to go?”

This guide is intended to be a resource to the churches of the Mennonite Brethren Church of Manitoba. Specifically, it is for use by the Search Committee charged with the task of discerning who the person will be that will fill that pastoral vacancy.

The varying governance models and human resources in place in our churches have made the writing of this guide a complex task. In some churches, the Search Committee is given the authority to write the job description, survey the needs/wishes of the church, interview candidates and negotiate the final employment agreement. A more minimal scope of authority exists where the Search Committee uses an existing job description to create a short list of candidates and the church Executive/Leadership Team is involved in the final set of interviews and final negotiation process.

It is within this range of possibilities that this guide was written. An effort has been made to include process descriptions for the whole range of models. Instead of looking to use a ready-made search process guide, look for the intent of the each section and apply it to your local situation.

May God guide you!

Table of Contents

Introduction.....	5
A. Before the First Step.....	5
B. Pastor Search Timeline.....	5
C. Flowchart - Calling a Pastor.....	7
Step 1: Organizational Process.....	8
A. Selecting and Electing the Pastor/Staff Search Committee.....	9
B. Some Common Mistakes Made During the Pastor Search Process.....	10
Step 2: Information Gathering Process.....	11
A. Develop a Church Profile.....	11
B. Prepare a Pastor Profile.....	12
C. Develop a Job Description.....	13
Sample Job Description #1.....	14
Sample Job Description #2.....	17
C. Advertise the Position.....	19
D. Gather Additional Resumes.....	19
E. Prepare Information Packet for Serious Candidates.....	19
Appendix 2.1.1 Sample Description of Church Governance.....	20
Appendix 2.2 Minister Profile Worksheet.....	22
Appendix 2.3.1 Sample Church Member Questionnaire #1.....	23
Appendix 2.3.2 Sample Church Member Questionnaire #2.....	26
Appendix 2.4 Sample of a Church Survey Ministry Priority Results.....	28
Step 3: Candidate Selection Process.....	29

Appendix 3.1	Sample Telephone Interview Questions.....	33
Appendix 3.2	Sample Personal Interview Questions.....	34
Appendix 3.3	Additional Questions to Consider Asking a Prospective Pastor	35
Appendix 3.4	Evaluation of Interview.....	36
Appendix 3.5	Sample Scoring Worksheet.....	37
Appendix 3.6	Sample Questions for References	38
Step 4:	Presentation/Recommendation Process.....	39
	Candidating and Observation.....	39
	Issuing the Call.....	39
Step 5:	The Negotiation Process.....	41
Appendix 5.1	Employment Agreement	43
Schedule “A”	Confession of Faith - Digest Version.....	49
Schedule “B”	Employment Policy	52
Schedule “C”	My Pastoral Covenant.....	68
Schedule “D”	Ministry Expectation Agreement.....	69
Schedule “E”	Benefits Plan	73
Schedule “F”	Job Description	74
Appendix 5.2	Ministry Credentialing / Ordination	77
Appendix 5.3	Ministry Credentialing/Ordination Questionnaire for Pastors.....	78
Appendix 5.4	Church Salary Grid Guidelines	84

Introduction

A. Before the First Step

This step-by-step process is designed to help a Search Committee understand its job, which is the process of identifying the needs of the church and the pastor most likely to meet those needs.

However, the practical process suggested in this manual will be useful in assisting a church in the search for professional staff, such as music minister, youth minister, Christian Educational minister, etc. Remember that searching for someone to fill a pastoral position is a spiritual process. The church and the Search Committee must remember to pray over the candidates.

It is acknowledged that a pastoral position is gender neutral. An effort has been made to keep the wording in this document sensitive to this but in some situations, to prevent an awkward reading of the text, "he" is used but can be substituted with "she".

B. Pastor Search Timeline

This timeline is an outline of the Search Committee's work. It includes dates in which church members' assignments are to be completed. This is a suggestion to give an indication of the relative times it will take to complete.

Weeks 1-6

- Pray about leadership needs of the church
- Contact the Conference Pastor to inform that a pastoral search is underway
- Select the Search Committee
- Review the church by-laws and constitution
- Communicate the process to the congregation; progress updates regularly
- Develop a church profile
- Prepare church information packets and develop advertising strategy
- Develop the congregational survey
- Survey the congregation
- Develop the pastor profile
- Revise the current job description to include current requirements
- Develop the telephone interview, face-to-face interview and references questions

Weeks 7-15

- Advertise the position; set an application closing date
- Begin to receive resumes
- After closing date, select possible candidates
- Check the list of selected candidates with the Conference Pastor
- Interview references of possible candidates if this is your practice
- Make selection of candidates to be interviewed by telephone or in person if they are local

Weeks 16-26

- Schedule telephone interviews
- Conduct telephone interviews
- Make the selection of candidates to be interviewed face-to-face
- Select neutral site for interview; the Conference office may be a possibility
- Schedule face-to-face interview
- Conduct face-to-face interview
- Complete background checks
- Conduct interviews with references
- Decide on the best candidate to present to the congregation
- Invite candidate to the church, or select new candidate and begin process again
- Assign person(s) to care for the needs of the family during pastoral visit to the church
- Set date for candidate to visit the church
- Other tasks the Search Committee deems necessary

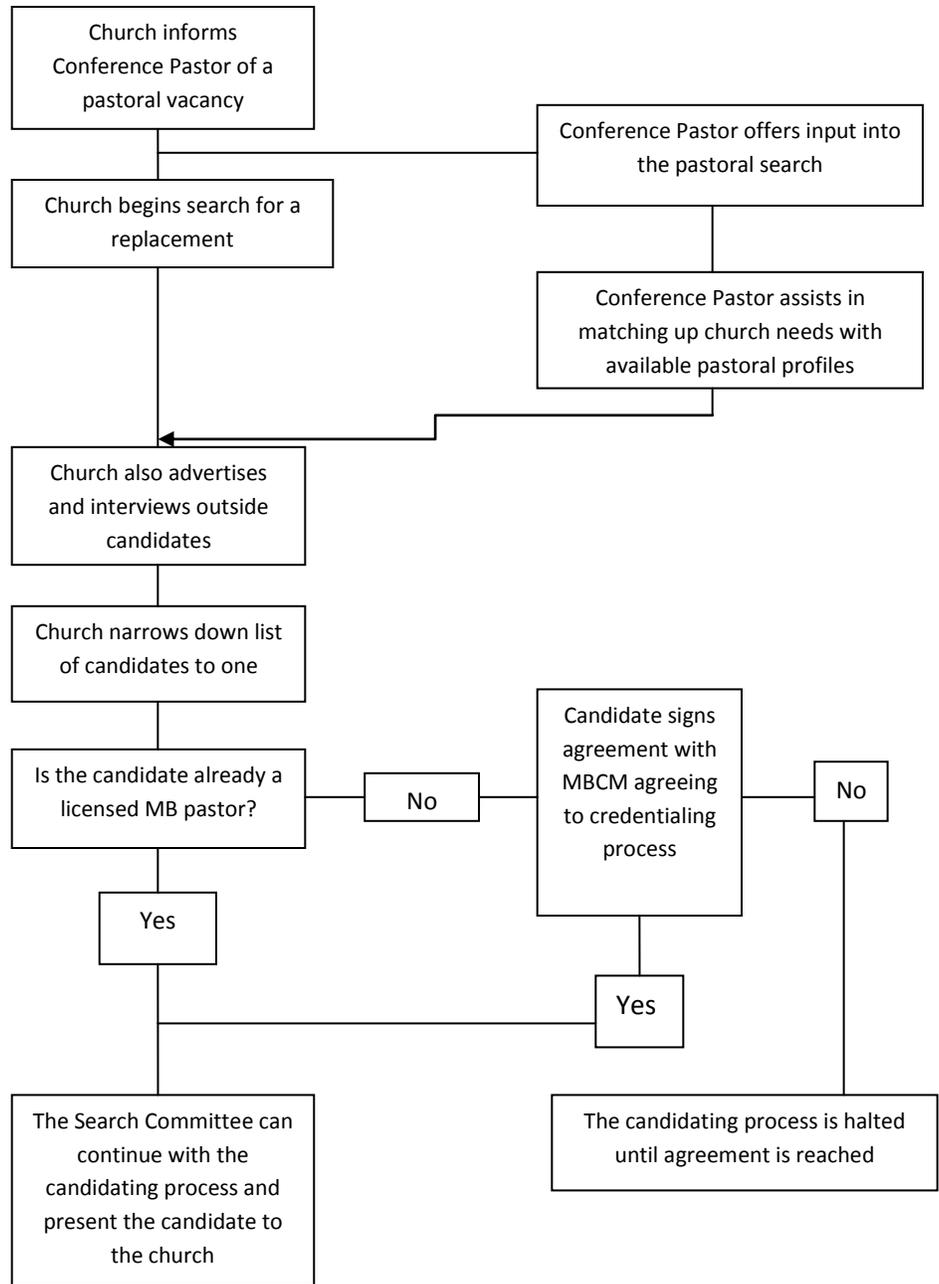
Week 27

- Issue the call to candidate
- Complete the Employment Agreement

After Calling the Pastor

- Advise the Conference that a pastor has been called
- Committee works to give orientation to the new pastor
- Committee gives leadership in the installation of the new pastor
- Committee works to help the new pastor have a successful ministry
- Other tasks search committee deems necessary

C. Flowchart - Calling a Pastor



Step 1: Organizational Process

1. Review the by-laws and constitution to determine the church's guidelines for calling a pastor, such as:
 - What is the size of the Search Committee to be?
 - Who serves on the Search Committee?
 - How is the Search Committee to be organized?
 - What instructions are given for the Search Committee?
 - What authority is given to the Search Committee?
 - Agree on the Terms of Reference for the Search Committee
 - What percentage of the church members present and voting is necessary to call a pastor?
 - In the absence of any or all of these considerations, the necessary changes should be made to governing documents and ratified by the congregation.
2. Depending on the governance model of the church, the responsibility for certain tasks listed here may be retained by the Leadership Team or delegated to other committees of the church.
3. The Leadership Board needs to determine who will handle the pastoral duties in the absence of a pastor. While many churches may have a person in the congregation who is able to serve as interim pastor, those responsible for calling an interim pastor need to review the pros and cons of calling a church member to serve in this role.
4. The Search Committee should meet and elect a chairperson and a secretary, who will keep the minutes and prepare all necessary correspondence.
5. It is recommended that the Search Committee contact the departing pastor to set up an exit interview. Alternatively, this may be the responsibility of the Leadership Team or HR Committee.
6. When the Search Committee is elected, it is recommended that they contact the Conference Pastor to get names and securing resumes of prospective pastors.
7. It is recommended that the Search Committee contact the Budget/Finance Committee and secure a detailed description of the compensation plan for the pastor. Refer to MBCM Conference Salary Grid in [Appendix 5.4](#). Your church may have its own method of determining salaries. This information should be available to the Search Committee before they make contact with applicants.
8. The Search Committee is urged to work with all committees and individuals necessary to make sure that all preparations (e.g. office renovation) are completed in time for the arrival of the new pastor.
9. The Search Committee should nurture its relationship with the congregation by regularly reporting to the church on the search process and by asking the congregation to pray regularly for committee members and their work.

10. The Search Committee needs to secure a budget for costs associated with the candidating process.
11. The Search Committee should seek authority from the church for negotiations with the candidate including:
 - Statement of faith
 - Standards of conduct
 - Job description (Employment Agreement Section "F")
 - All other expectations
 - Agree to criminal and credit background check
 - Personnel policies
 - Total compensation
 - Moving expenses
 - Vacation and holidays

A. Selecting and Electing the Pastor/Staff Search Committee

1. Remember: It is a "Pastor Search" Committee, not a "Pulpit" Committee.
2. The Search Committee should be made up of five to seven members, ideally with demographic and professional representation.
3. The Search Committee should be made up of members of the church who have experience in the local church.
4. Do not have committee alternates. Every member should have full standing on the committee and attend every meeting possible. When the position being filled is not that of Lead Pastor, consideration should be given to what role the Lead Pastor should be part of the final selection process.
5. Ideally, the Search Committee's decision should be unanimous, but just a simple majority vote should not suffice. A strong consensus is important.
6. It is improper for a Search Committee member to resign due to the church not choosing their particular recommendation. Remember, it is the church who calls the pastor.
7. Search Committee expenses should come from the general budget. This enables the entire church to fund the process. Ideally, the search process should be a separate line item in the budget.
8. Members of the Search Committee must understand the vital importance of their task. Calling a pastor is one the most important decisions made in the life of a church.
9. Each Search Committee member must be able to put aside their own agendas and discern God's will for the church.
10. The church should commit itself to pray daily for the Search Committee, if they expect God's will to be done.

There are some individuals in the church who should not serve on a Search Committee:

- a) Persons who come and go
- b) Persons who are critical of the church
- c) Persons who campaign for the position
- d) Persons who have a conflict of interest
- e) Persons who are related to other members of the committee or existing staff

12. Remember, no one will become pastor without the approval of this committee; therefore, it is vitally important that this committee be made up of positive leaders who have a positive outlook about the church.

B. Some Common Mistakes Made During the Pastor Search Process

1. Failure to carefully select members of the Search Committee.
2. Search Committee is too large or too small.
3. Failure to do a self-study of the congregation.
4. Failure to keep confidences.
5. Failure to get a clear charge from the church.
6. Failure to use all available resources.
7. Not organizing the process in the beginning.
8. Allow the interim to be considered as new pastor.
9. More than one committee member contacting the applicants.
10. Failure to be honest with candidates about problems at the church.
11. Failure to prepare well for interviews.
12. Failure to consider candidates from outside the denomination with extra care.
13. Failure to consider the candidate's family throughout the process.
14. Overemphasizing pulpit skills.
15. Too little time for the candidate and the church to get to know each other – rushing into a hire
16. Not keeping interim staff informed.
17. Not allowing enough time to elapse between pastors.
18. Inadequate communication with candidates.
19. Failure to get all agreements in writing.

Step 2: Information Gathering Process

All the preparations have now been made. It is time to seriously seek the pastor that God has already chosen for His church. The search has begun for the “ideal pastor.” Is there such a person? No! The question is, “What will the pastor profile for our church look like”? Everyone has their own ideas as to what comprises an ideal pastor. Some want a pastor that is a dynamic preacher and evangelist, others want a pastor that cares for his flock, and yet others want a pastor that is a good leader. However, every pastor has strengths and weaknesses. Remember, just as there is no ideal church, neither is there an ideal pastor. The church and the Search Committee need to discover the profile of the pastor they are seeking. To begin the process of developing a pastor profile, first conduct a self study and develop a Church Profile.

A. Develop a Church Profile. This process has two purposes:

- to help the Search Committee describe their church and community to prospective candidates
- to help the Search Committee begin to collect information useful in designing their pastor/staff profile

Describe where God is at work in your church

- review Sunday School and Morning Worship attendance, baptism and financial records for last five years
- list unique characteristics of the church (i.e., conservative, moderate, harmonious, contentious, Single/Senior Adults Ministry, Christian school, student ministry, etc.)
- describe some major accomplishments and problems that have occurred in the church in the last five years
- obtain pictures of the church building(s), including classrooms, etc.

Describe where God is working in your community

- write a one page summary of the general area or community where the church is located. Include areas such as size, demographics, trends, ministry opportunities, etc.

Sample Church Profile

[your church name] is an *inner city/urban/rural* church that meets at _____. The church was founded in _____ as a *church plant/daughter* church. The vacancy in pastoral position was a result of the previous pastor, **[pastor’s name]**, leaving because _____. **[your church name]** is now seeking to fill the position of lead pastor with someone who has the passion to lead the church to the next chapter in its mission. Our stated mission is **[insert your church mission statement]**.

[your church name] is a community of people [supply demographic details]. Our average attendance ranges from _____ to _____. We have one/multiple services on Sunday morning / Saturday evening.

We are a church with a heart for the poor and hurting of our community. We have a desire to “make room for all” by breaking the entry barriers. We desire to engage with people on their level and establish friendships that open doors to sharing Christ. We as a church celebrate diversity without compromising mission. Our goal is not perfection but direction. We recognize the gifts and potential in all people and want to lead them to a closer relationship with God. We want to walk with people to a place of peace and order that will replace the chaos and pain that are often evident in our congregation. We embrace a culture of depending on the work of the Holy Spirit in our lives.

One of the missing pieces in our overall ministry is _____. We are looking for leadership in establishing ministry with _____ that embraces the mission of *[your church name]*.

Our mission at *[your church name]* rests on the following core values:

1. **MISSIONAL** – It is not enough for us to be a Church that supports mission, we must ourselves be active in God’s mission.
2. **INCLUSIVE** – “Making room for all”. We will include all people from every social and economic status and every denominational background. We need to reflect our acceptance and sincere love towards our fellow human being.
3. **HOLISTIC** – Our ministries need not only present the spiritual “BREAD OF LIFE” but also the physical bread that sustains life. More than just trying to bring everyone to heaven, we must also bring a little heaven to everyone.
4. **RELEVANT** - To be relevant in a world under constant change means to be flexible and willing to adapt. While the Word of God is unchanging and timeless, our methods and expressions of faith are flexible and relevant to our neighbourhood.
5. **RELATIONAL** – Our best opportunity for proclaiming the good news comes from our relationship with others. If the gospel is incarnational, (Christ among us), we should also be among the people creating opportunities to demonstrate the love of Christ in real ways.
6. **CHRIST CENTERED** – To be centered in Christ is to bring Him into our present context. We are convinced that Jesus Christ is the answer to all the issues that people of our church and community face. We believe that Jesus gives us a pattern how to live our lives as we follow Him in obedience.
7. **INFUSED BY THE SPIRIT** – Our worship and service will be Spirit filled. We must not only know about God but also be able to experience God. We will be sensitive to the gentle nudges of the Holy Spirit and recognize the gifts and fruit of the Spirit that are given to us.

B. Prepare a Pastor Profile

What information, insights, and discoveries has the Search Committee made during the development of the Church Profile that will be useful in developing this profile?

- **Church profile portion** - the Pastor Profile should include the needs and wants of the congregation. Samples of a Church Member Questionnaire are in [Appendix 2.3](#). What are the skills this pastor will need to minister effectively in this place? What doctrinal issues should be included in the profile? What other considerations need to be given to the pastor profile for your specific church?

- **Community profile portion** - the community profile portion seeks to answer the question, What kind of pastor does our community need? What relational skills will the pastor need to minister effectively in this community? What are the spiritual needs of the community?
- **Leadership profile portion** - what are the specific skills the new pastor will need? What leadership style will the pastor need to take the church to the next level? The leadership profile portion should consider skills and qualities required to work with staff and church leadership.

C. Develop a Job Description

A current job description may already be in place for this position and this step may not be necessary. More likely, as a result of developing the Church Profile and Pastor Profile, the existing job description will have to be reviewed and updated. Depending on the governance model of the church, this task may be regarded as the responsibility of the Search Committee, the Executive Committee or the Human Resources Committee if one exists.

Sample Job Description #1

Position: Lead Pastor
Responsible To: Executive Committee of the Leadership Team
Responsible For: Pastoral Staff
Allotted Hours: Full Time
Last Revised: mmm dd, yyyy

QUALIFICATIONS:

- Must have exhibited strong leadership skills with at least three years experience in building ministry leadership teams.
- Must have ministry experience working as part of a pastoral team for at least five years.
- Must be gifted in preaching/teaching.
- Must be in agreement with the MB Confession of Faith, and the philosophy, direction & style of ministry of *[your church name]*.

PRIMARY FOCUS:

The Pastor called to this ministry will assume the responsibilities of building and providing leadership to the vision, pulpit ministries, and the care and training of the pastoral team. The Lead Pastor will work within an Executive Team structure *(or appropriate board)*.

MINISTRY RESPONSIBILITIES:

A. LEADERSHIP ROLE WITH PASTORAL STAFF

1. Shepherd of the Vision

- To be the primary cultivator and communicator of our church's vision.
- To work with pastoral staff and the Leadership Team in vision development, ensuring that *[your church name]* continue to move in the direction that God has established for us according to our vision statement and church characteristics.
- Together with the pastoral team, plan and complete an annual ministry plan that includes measurable objectives and targets, which will be submitted to the Leadership Team.
- To develop within the pastoral team awareness and understanding of *[your church name]* direction.
- To annually review Vision & Characteristics to ensure that proper support emphasis is given where necessary.

2. Spiritual Leadership of Congregation

Preaching/Teaching

- To minister the Scriptures in preaching and teaching
- To oversee the pulpit ministry of the church.
- To give general oversight to the "Design Team" for weekend services.

Prayer and Study

- Significant time and energy will be invested in these disciplines to make God's mind and will be primary in the church.

3. Team Development and Care of Pastoral Team

- Ensure the equipping, and encouragement of the pastoral team.
- Conduct pastoral team member evaluations annually.
- Oversee, supervise, and guide the pastoral team members in short-term goals and team development
- Encourage and nurture the pastoral team in personnel guidance and professional development.
- Ensure training and leadership development by pastoral team for lay leadership is being provided.
- Ensure that systems of accountability and review are in place for all ministries.
- Accountable for the overall health and effectiveness of the pastoral team and their ministries.
- Meet regularly with pastoral team members for mentorship, prayer and to receive ministry updates.

B. Leadership Role with the Executive Committee

1. Hiring

- In conjunction with the Executive Committee he is involved in process of the hiring of pastoral team members and will include consultation with present pastoral team and appropriate ministry team members.
- In development of new pastoral staff positions he will work with the Executive Committee in ministry plan and job descriptions prior to implementation of a new position.

2. Annual Plan

- He will be a resource and visionary with the Leadership Team in the forming of future strategic long-range planning.

3. Role on the Executive Committee

- He shall be an equal, participating member of the Executive Committee.

C. WORKING RELATIONSHIPS

1. Evaluation

- The Executive Committee will initiate a periodic *[you name the frequency]* evaluation of the Lead Pastor.
- The Executive Committee (or Human Resources Committee) will appoint a two or three member committee to plan for performance review.
- He shall be evaluated in terms of his effectiveness in accomplishing the goals of the church as his responsibilities in managing staff, maintaining staff morale and staff effectiveness, fiscal management, and promoting of the church within the community.
- Evaluation shall involve direct feedback from those who report to the Lead Pastor, and may include elders, and key leaders in the church community.
- The evaluation process may involve an impartial third party, and/or confidential surveys.

2. Position of Authority

- He will serve as the staff supervisor in the day-to-day operations of the church .
- He (or his delegate) will be one of the representatives for *[your church name]* when attending the meetings and conventions of the Manitoba and Canadian Conferences.

On Behalf of the Congregation

Employee Signature

Date

Sample Job Description #2

Position Title: Lead Pastor

Reports To: Executive Committee of the Leadership Team

Effective Date: mmm dd, yyyy

Position Overview

The pastor is responsible to the church to proclaim the gospel of Jesus Christ, to teach the biblical revelation, to engage in pastoral care ministries, to provide leadership in church life.

Position Qualifications/Competencies/Gifts

- Mature Christian character and demonstrates love for God and the Church
- A humble servant-leader as described in John 13; 1 Pet 5: 1-4; I Tim 3 and Titus 1
- Committed to the Mennonite Brethren confession of faith and to live a lifestyle consistent with that confession of faith
- Gifted in leadership as a visionary and collaborative leader
- Takes initiative; operates independently when necessary
- Possesses good communication and interpersonal relational skills; connects and communicates to all generations
- Preferred Education: Post-Secondary degree aligned with position expectations

Communicating:

- deliver challenging and stimulating sermons which are biblically based on sound doctrine
- encourage congregation in personal evangelism and witnessing
- encourage the congregation in ministering to the needs of members as well as non-members
- disciple the congregation through Bible study

Administering:

- give administrative leadership to the church

Leading:

- lead ministry team and church to carry out specific functions of evangelism, discipleship, ministry, fellowship, and worship, resulting in numerical growth, ministry expansion, and advance in missions
- lead congregation in planning, conducting, and evaluating all the church's ministries
- lead deacons to accomplish their responsibilities as leaders and caregivers
- lead in planning worship services
- lead in observing the ordinances of the church: baptism and The Lord's Supper

Pastoral Care:

- extend care to individuals or families through one on one contact

- visit individuals who are in hospitals or homebound
- contact prospective members
- contact those who have become inactive in the church
- contact people experiencing crisis or spiritual needs
- guide people in times of anxiety, confusion, and doubt
- be there for people during times of celebration and times of grief
- involve couples in pre-marriage counseling
- officiate at funeral services and marriage ceremonies

C. Advertise the Position.

With an updated job description in hand, the Search Committee will develop an advertisement which will be sent to the MB Herald and other publications such as Christian Week. Contact is made with specific schools and seminaries to make this position known to new graduates. The Winnipeg Centre for Ministry Studies website also has provision for posting pastoral openings. Information contained in the position posting should be consistent with the Church Profile.

Sample Advertisement

LEAD PASTOR ***[your church name]*** is searching for the Lead Pastor whom God has chosen to lead us into the future. We are a multi-generational church of ***[your church size]*** that is seeking to faithfully make an impact on our city and surrounding area with the Gospel of Jesus Christ. We have recently completed a ReFocusing process and require an individual who can lead us through equipping and mentoring others for roles in ministry. Gifts should also include teaching and preaching. ***[your town name]*** is located in _____ with a population of about _____ and is experiencing growth and increasing cultural diversity. Please forward resumes and inquiries to ***[email contact]*** Closing date is _____.

D. Gather Additional Resumes.

The names of potential candidates can also be obtained from the Conference Pastor.

E. Prepare Information Packet for Serious Candidates.

A copy of the self-study should be given to any serious candidate upon request. Just as the Search Committee will be asking for information from the candidate, the candidate will need information about the church. The packet should include information that will acquaint the candidate with the church and community. The information packet should include:

- the Church Profile describing the nature of the church
- the church Governance Model describing the model under which the church operates

F. Inviting People to Apply

Another source of candidates would be to invite specific people to apply for the position. Care has to be taken when these candidates are being considered. An invitee from a member of the Search Committee would possibly be a conflict of interest and that member should recuse him/herself from the consideration of this person. On the positive side of this discussion would be that a candidate may be uncovered who was unaware of this position. Invited candidates should not be given the inside track in the discernment process but should be subject to the rigor given to all other candidates.

Appendix 2.1.1 Sample Description of Church Governance

A prospective candidate may ask questions about the governance model of the church. This is not likely a question to be asked of someone applying for their first pastoral position but more likely to be asked by a more seasoned pastor. A bad experience in a previous employment is most likely the reason for this. They will be seeking clarity on the decision-making process of the church.

Introduction

The leader of the Church is Jesus Christ. As a Church, we long to hear his voice and live out His purposes in our community and world. We realize that our greatest question, is where is Jesus working and how can we follow him? On a human level, three groups of people lead the ministries of **[name of your church]**. These groups are the Leadership Team, Ministry Management Team (staff) and the volunteer ministry team leaders.

Leadership Team

The New Testament is clear that the Church is to be led by a plurality of men and women under the oversight and watch care of godly leaders. Their authority is expressed in servant leadership, not in "lording over" those placed in their charge. The leaders are members of **[name of your church]** who have been discerned by the congregation to give this leadership, oversight and care. The Leadership Team is led by the Executive Committee made up of the lead pastor, moderator, assistant moderator and executive secretary. The larger Leadership Team is made up of the Executive, other pastoral staff, selected committee chairs and some elected at large from the membership.

Role of the Leadership Team

They are to use their wisdom, discernment and shepherding gifts to insure the Church remains on "true north" biblically. They are the "keepers of the vision" and as such lead the church in major decision-making and strategic initiatives. In this regard they will:

- Set the overall philosophy, vision, and direction for the Church in a context of prayer and Scripture. (Acts 6:4)
- Oversee the shepherding to be sure that we are effectively achieving our purpose of leading people to be authentic followers of Jesus – always helping them take the next step with Him. (Acts 20:28).
- That the body is being fed through insightful and accurate biblical teaching. They determine what are the major issues or essentials to uphold, while avoiding needless controversy over minor issues (Titus 1:9).
- That the Church is protected from harmful influences by confronting those who are contradicting biblical truth or who are continuing in patterns of sinful behaviour. In doing so, they are to keep closing potential entrances for Satan so that the truth of Christ will remain credible to both the congregation and the community. (Matthew 18:15-17)
- That the life of the Church is being well managed with the assistance of other competent and godly leaders. As legal trustees for the Church, they oversee legal and financial matters, and set the Church management policy.
- Our legal documents (constitution and bylaws) detail their governance duties.

Ministry Management Team

The Ministry Management Team (primarily paid staff) oversees the day-to-day operations of the Church and resources the vision for the future direction of the church. They are paid so they can devote the best hours of their day to coaching and developing key leaders and their teams enabling ministry to happen and grow. Non-paid staff may be added to Ministry Management Team at the Lead Team's discretion. Through the Ministry Management Team, each ministry or department within the church has the opportunity to have their views expressed and issues addressed.

Role of the Ministry Management Team

- Oversee the day-to-day operations of the church as defined by their position description
- Resource the Leadership Team in ongoing development of vision and the future direction of the church and its ministries
- Develops key lay leadership in their personal relationship with Christ
- Coach key lay leadership in the development of their ministry teams and planning

Ministry Team Leaders

Role of Ministry Team Leaders

- The Leadership Team will establish, empower and encourage new and existing ministries as necessary to carry out the purpose and vision of the church. Those that lead these ministries are Ministry Team Leaders.
- They are responsible for leading the volunteers in their ministry / area of service
- They are empowered and coached by a member of the Ministry Management Team for their own personal development and effectiveness.

Appendix 2.2 Minister Profile Worksheet

How to use the Minister Profile Worksheet:

- Determine negotiable and non-negotiable attributes.
- Prioritize the non-negotiable attributes on the scoring worksheet in [Appendix 3.5](#)
- Filter all resumes through the profile.
- Use the profile to develop questions that will be asked of the candidate's references.
- Use the profile to develop questions that will be asked of the candidates.

Note: Establish a separate e-mail account for your Search Committee to receive all e-mailed resumes. This will prevent a committee member's mailbox from becoming too full. Some church internet accounts have multiple e-mail address options. If the church doesn't have an internet account or has used all available addresses, the Search Committee can establish a free e-mail account at hotmail yahoo or gmail.

Appendix 2.3.1 Sample Church Member Questionnaire #1

1. About what age person would you like for our next pastor to be, assuming other characteristics are favorable? (check one):

- Age should not be a major factor
- Under 30
- 30-39
- 40-49
- 50-up

2. What preference, if any, do you have regarding formal education beyond college? (check one):

- Formal education should not be a factor
- At least college (Bachelor’s degree) training
- At least seminary (Master’s degree) training
- Doctoral program in theology or ministry
- Other (Describe)

3. Prayerfully consider the gifts of a pastor and rate on a scale of 1 (weak) to 10 (strong) those you believe God wants for our church.

PROFILE OF GIFTS

1	2	3	4	5	6	7	8	9	10	
.	Administration
.	Leadership
.	Community Leadership
.	Counseling
.	Crisis Ministry
.	Denominational Leader
.	Evangelism & Missions
.	Inter-Church Cooperation
.	Pastoral Care
.	Prayer and Bible Study
.	Preaching
.	Social Ministry
.	Stewardship Leader
.	Bible Teaching
.	Worship Leader
.	Officiate

(After you have marked the dots, draw a profile line to connect them)

4. Please list briefly any qualities or characteristics you would especially like to see in a person serving as our pastor. Indicate any that you feel are of greatest importance.

5. I would like to submit these name(s) to be considered as pastor. (Please list names, addresses, and any additional information available on the back of this sheet; then sign your name and give your phone number below.)

6. Please indicate your age division

- Older Children
- Youth
- Young Adult
- Middle Adult
- Senior Adult

Signature _____

Phone _____

DEFINITIONS FOR CHURCH MEMBER QUESTIONNAIRE

Administration: Managing the affairs of the congregational organization through planning, decision making, delegating, evaluating, and leading.

Leadership: Skills necessary to cast a vision and lead a congregation to accomplish that vision.

Community Leadership: Leading through personal involvement, helping to organize community groups to meet stated needs such as drug problems and social/recreational needs.

Counseling: Clinical and career counseling, assisting persons facing problems or decisions.

Crisis Ministry: Ministering in the midst of crisis, e.g. death, sickness, or other traumatic events in individual lives.

Denominational Leadership: Serving (or have served) in a position of leadership within the local association or state denominational ministries.

Evangelism and Missions: Sharing the Christian faith, enabling lay persons to witness and doing missions in the whole world.

Inter-Church Cooperation: Sponsoring programs inter-denominationally or jointly with other churches.

Pastoral Care: Ministering, befriending, nurturing, supporting, reconciling, affirming of church members in their homes and communities.

Prayer and Bible Study: Strengthening the church through private and public devotion, prayer and Bible study.

Preaching: Making the gospel relevant to people's lives through clarity in preaching.

Social Ministry: Enabling persons within the congregation to become aware of and participate in issues of social concern.

Stewardship Leader: Leading lay persons in the development and use of individual and congregational resources.

Teaching (Bible/Theology): Communicating a comprehensive understanding of the Bible and Christian theology.

Worship Leader: Planning and conducting worship services as a central event of the congregation in the gathered community.

Officiate at: Weddings, baptisms, funerals, etc.

Appendix 2.3.2 Sample Church Member Questionnaire #2

I. Your Gender:

- Male
- Female

2. Your Age: (can be completed by a family member)

- Less than 5 years
- 6-11 years
- 12-17 years
- 18-29 years
- 30-39 years
- 40-49 years
- 50-59 years
- 60 or more years

3. Minimum Acceptable Educational Level of New Minister

- Attended seminary, divinity school, or Bible college
- Undergraduate degree from a Bible college / Christian university
- Master's degree from seminary/divinity school
- Doctorate degree from seminary/divinity school
- Formal educational degree unimportant

4. Years of Prior Ministry or Professional Ministry Experience Required

- No prior experience necessary
- Less than 3 years of prior pastoral experience
- Less than 3 years of church ministry experience such as church staff
- More than 5 years prior pastoral experience
- More than 5 years prior church ministry experience such as church staff
- More than 10 years prior pastoral experience
- More than 10 years prior church ministry experience such as church staff

5. Acceptable Age Range for New Minister:

- No age preference
- 19-25 years
- 25-29 years
- 30-34 years
- 35-39 years
- 40-44 years
- 45-49 years
- 50-55 years
- 56-59 years
- 60 or more years

6. Please check what you consider to be the three top ministry priorities

- A gifted teacher who enables persons to learn and understand deep spiritual truths.
- An administrator of the church office, giving attention to bulletins, correspondence, newsletters, etc.
- A person active in denominational life
- A community volunteer who cooperates in community and interdenominational activities / programs
- An effective communicator of well-prepared sermons

- A skilled counselor available to assist persons with personal and spiritual problems One who emphasizes evangelism and the importance of lifestyle witnessing
- A person with a personal vision and a well-developed vision for the future of the church

Appendix 2.4 Sample of a Church Survey Ministry Priority Results

SURVEY FOR THE PASTORAL SEARCH PROCESS

At *[name of your church]*

Below are the results from 30 surveys that have been collected to date. We will adjust if we receive more. Please note that several could not limit their choice to 4 and checked five and these are included in the results.

Rank	Responses	Ministry Priority
1	23	A gifted teacher of the Word of God who enables people to learn and understand deep spiritual truths.
2	22	A person who is sensitive to the needs of people from diverse backgrounds.
3	15	A person who has a heart for the community and is involved in ministries and programs beyond Sunday services.
4	10	An effective and dynamic preacher of well-prepared sermons.
5	9	A visionary who sees possibilities and dreams about how God wants to lead the Church into the future.
5	9	A person who is passionate about youth and able to lead a youth ministry.
6	8	A person of prayer who can lead and direct others to greater intimacy with God through prayer.
7	7	A skilled counsellor available to assist people with personal and spiritual problems.
7	7	An evangelist who encourages people to share their faith with others and emphasizes evangelism.
8	5	An outgoing person (extravert) who is energized by meeting with people.
9	4	A person who has gifts of administration to lead the church staff and the church as well as organizing the operations of the church.
9	4	A person who is active in the life of the denomination beyond the church.
10	1	A worship leader who focuses on worship through music and scripture.
.		

Step 3: Candidate Selection Process

A. Prioritize Resumes

A deadline must be determined to begin to work with the resumes received to that point. All resumes received after that date should be kept but set aside for future reference, if needed. Each committee member should be given a copy of all resumes received. The committee members should pray for guidance as they compare them to the Pastor Profile.

B. How to Compare Resume to Profile

As you study the information in the resume, look for characteristics that match the profile the Search Committee has developed. Study the profile and look for evidences in his resume of attributes found in:

- Church portion
- Community portion
- Leadership portion

C. Contacting the Priority Candidates

When the Search Committee meets to compare their results from the resumes, some names will appear on everyone's priority list. Contact these priority candidates to determine if they are interested in being considered by your church. Include information on your church, such as: church statistical data, community demographics, how God is at work in your church and community, and church mission statement. This information should help create a desire in a prospective candidate to serve your church. Some priority candidates will likely eliminate themselves when contacted by the committee at this stage. Also, the Search Committee is responsible to inform any other persons who have submitted resumes that they are no longer under consideration. Specific reasons do not have to be given.

A preliminary filtering technique, assuming that the Search Committee has an expected time allocation of the duties specific to the position, would be to provide candidates with this list of expectations and have them complete it with how they see them doing the job. Given in advance of the telephone interview, this would give the Search Committee an opportunity to see if the candidate and the church, as represented by the Search Committee, have parallel goals. Changing the time allocation expectations after hiring a candidate will cause tension and unease.

D. Interviewing the Candidate by Telephone

The purpose of this interview is to become acquainted with the candidate and to determine whether this person is suitable for your church. Today it is permissible for a resume to have a statement that reads "References available upon request". Therefore, it is recommended that the Search Committee conduct a telephone interview to determine if there is sufficient interest to warrant contacting references. Make an appointment to call the candidate using a high quality speakerphone. Have a list of prepared questions to ask the candidate based on your profile and resume comparisons. Generally avoid questions requiring a "yes" or "no" answer.

Conduct a historical interview: This method of interviewing gives you a picture of how the candidate has performed in the past and is the best indicator of future behavior. Ask the candidate about a circumstance such as “Tell me how you organized the outreach campaign? What actions did you take? What were the results?”

Sample questions for the phone interview are in Appendix 3.1

At the time of the telephone interview, video or audio tapes of the candidate’s sermons can be requested. Also as a part of the telephone interview, secure a list of references (if not included with the resume) along with secondary references and permission to make contact with them.

There are at least two trains of thought on reference checking. One is to do this before proceeding to the personal interview and the other is to wait until the face-face interview is over. There are advantages to either of these two alternatives.

- Reference checking before will give you a “heads up” on potentially serious problems before you invest time, money, and yourselves in a candidate. It will also help you gather information and provide an opportunity to develop questions which address any concerns that have been raised
- Reference checking after the face-to-face interview gives the Search Committee the opportunity to execute a more objective selection process without having to have their impressions clouded or highlighted by the outside opinions

The discussion of applicant reference checking will be included at this point in the text but this placement does not imply a preferred method.

E. Preparing to Contact the Applicant’s References

Begin by preparing a list of questions to ask references based on the profile the committee has developed. You will ask each reference the same questions to determine a base line of information that can be compared in the committee. You are now ready to begin contacting the references.

After the primary reference checks are complete, the committee may decide to not pursue the candidate at this time. The Search Committee can use the information gleaned from the primary references to prepare and shape questions to be asked during a second telephone interview of the candidate, if desired.

Some candidates may want to be contacted with the names of secondary references. This is a legitimate request. They certainly do not want their current church to know that a move is being considered at this time. If the Search Committee wants to obtain additional references from the secondary references, then this information should be shared with the candidate, as well. Remember, openness and honesty will serve you well as you seek to build a relationship with the candidate.

At some point in the process, the candidate’s current and previous moderator should be contacted. Staff in the provincial Conference office may also be helpful in supplying information about the candidate.

Now that you have collected the reference and background information, it is time for processing and analysis.

- How will you use the information collected from the references? As a Search Committee, you should have this established in advance as a practice policy.
- Based on the information collected, does the pastoral candidate seem to have fit your pastor profile?
- How do the candidate's strengths compare to the negotiable and non-negotiable attributes in your profile?

Reference Summary Checklist:

Who to contact?

1. All primary references
2. Secondary references (if needed)
3. Current and previous church moderator
4. Other denominational workers, other pastors
5. Funeral director(s)
6. Members of former churches (not where currently serving)

What to ask? A list of sample questions is in [Appendix 3.6](#)

1. Develop standardized (same for every candidate) questions based on profile
2. May include questions on the following:
 - Doctrines/beliefs
 - Denominational involvement/position
 - Moral/ethical
 - People /relational skills
 - Leadership style/skills
 - Family life
 - Work habits

F. Narrowing the List of Candidates

At some point the list of candidates must be narrowed to one person. Only consider one candidate at a time. The sample scoring worksheet in Appendix 3.5 can help the Search Committee to weigh each candidate objectively. The attributes listed in this worksheet should be of your design. Obtain a commitment from the candidate that he/she is only considering your church at this time. **Neither the church nor the candidate should be dealing with more than one possibility at a time.**

At this time, contact the other candidates who were on your "short list" and let the know that their application is no longer under consideration.

G. Interviewing the Candidate in Person

If the committee senses that it is God's will to continue, set up a time in a neutral location (not in either party's church field) for the next meeting. A neutral site may be a neighboring church, the Conference office, or another place of your choosing. The distance between the church and the candidate will determine the best approach to interviewing the candidate. It may be that a video conference is the

format used if the candidate is a long distance away. The face-to-face meeting is very important, as it is during this time that the Search Committee and the candidate begin to develop a deeper relationship. The committee and candidate begin to see what it would be like to work with each other. Sample Personal Interview questions are listed in [Appendix 3.2](#). The goal of these open-ended questions is to give the committee perspective into what it would be like to work with the candidate. The ultimate goal is for the committee to determine, “Is this God’s choice for our church?” A tool is available in [Appendix 3.5](#) to help your committee to evaluate the interview. This tool is only an example; your committee should customize it to meet your needs. Conduct as many interviews as needed to help the committee objectively seek God's guidance in determining if the candidate matches your church’s profile. Will his style of ministry match the needs of your congregation?

Once the committee determines that the candidate fits your profile, you move into the candidating stage of the selection process.

Appendix 3.1 Sample Telephone Interview Questions

One of the most difficult tasks of a Search Committee is to build good interview questions based on your Church Profile. These questions are offered as suggestions only but it is best to ask them in plain speak, not hedged in or soft-peddled so as to miss the point. Questions that open a window to the thoughts, values and feelings of the candidate are most valuable.

- 1) Tell us about your conversion experience. (Let him tell you his/her story. Listen for genuineness and warmth of his/her experience with Jesus.)
- 2) Tell us about your "call" to the ministry. (Ask if consideration was given to not being a pastor. Listen for the excitement about being in the ministry and the commitment to remaining in the ministry.)
- 3) Do you have a personal mission statement that guides your decisions and purposes?
- 4) How have you equipped yourself to be most useable to God? (Formal education, practical training and personal study, etc.)
- 5) What do you believe God has called you to do?
- 6) Why are you considering leaving (or did you leave) your current position?
- 7) What is your philosophy of ministry?
- 8) What are your personal goals?
- 9) What are your professional goals?
- 10) What experience have you had in church work?
- 11) What sizes of church have you worked in, either as a member or a leader?
- 12) What has been your experience working with deacons and/or church councils?
- 13) What has been your most difficult experience working with a deacon?
- 14) What do you consider to be a well-balanced church program?
- 15) What do you feel is the role of preaching in the total scope of your ministry?
- 16) What do you believe about the Bible?
- 17) Please describe the last evangelistic conversation that you have had.
- 18) How have you led your churches in the past in organized visitation?
- 19) What do you feel is an appropriate visitation plan for people in the hospital, in the nursing homes and shut-ins at home?
- 20) How do you view the role of the pastor in the church?
- 21) What do you think God's intent is for the church today?
- 22) How are you seeking to make the gospel relevant to today's society?
- 23) What do you sense to be the greatest need of people in the pews?

Appendix 3.2 Sample Personal Interview Questions

- 1) Tell us about yourself. What interests you in this position?
- 2) What do you feel is your greatest strength? Weakness?
- 3) Tell us about your call to the ministry.
- 4) What is your leadership style?
- 5) What is your personal Mission Statement?
- 6) What do you plan to be doing in 5 years?
- 7) Tell us three characteristics about yourself.
- 8) What motivates you?
- 9) Give us an example of a time when you went beyond what was expected of you.
- 10) Tell us about a situation that got you really upset. What did you do? What was the result?
- 11) What were your duties on your last job?
- 12) What type of supervision did you have?
- 13) What did you like best about your previous church?
- 14) Tell us about how your skills will transfer to our church/ministry.
- 15) What will your church members/leaders tell me about you?
- 16) What do (did) you like most about your current church position?
- 17) What do (did) you like least about your current church position?
- 18) What was the biggest frustration in your last church?
- 19) What were you passionate about at your last church?
- 20) What is the most difficult task you have had to complete?
- 21) Tell us about a problem you encountered with one of your church members. What was the specific problem? How did you handle it?
- 22) Tell us about a particular problem you weren't able to solve. What happened?
- 23) Describe a time when your routine was upset by an emergency or unforeseen circumstances. What did you do about it?
- 24) Tell us about a situation when you anticipated a problem with a church member or co-worker. How did you handle it?
- 25) Can you describe a recent problem that you solved in a new or creative way?
- 26) What do you know about our church?
- 27) What appeals most to you about this church?
- 28) Why do you want to minister in our church?
- 29) If you were hiring someone for this ministry, what qualities would you look for?
- 30) What strengths do you bring to this position?
- 31) What questions do you have of us?

Appendix 3.3 Additional Questions to Consider Asking a Prospective Pastor

(Questions not covered in Appendix 3.1 and Appendix 3.2)

- 1) How do you feel the pastor should relate to other staff members in the church?
- 2) How do you feel about receiving an annual performance review by a responsible committee in the church?
- 3) What is your normal approach to promoting/leading change in the life of the church?
- 4) How would you describe your organizational skills?
- 5) How would you describe your promotional skills?
- 6) How would you describe your preaching style?
- 7) How would you describe your delegation skills?
- 8) How would you like to be remembered at the end of your life on earth?
- 9) How would you describe your achievement of balance in your life?
- 10) What is your commitment to personal and professional growth in your life?
- 11) How would you describe your physical health? The health of your family?
- 12) How would you describe your emotional health? Your spiritual health?
- 13) How would you describe your community and denominational participation?
- 14) What has been your role in denominational controversy/politics?
- 15) What are some of your pet peeves in church life?
- 16) What kind of personality in others bothers you the most?
- 17) If we do a credit check on you, what will we discover?
- 18) What do you believe are the roles of women in the church?
- 19) Do you practice and promote speaking in tongues?
- 20) How do you feel about the Mennonite Brethren Conference? the Mennonite Brethren Confession of Faith? support of the Conference Support Fund?
- 21) How would you describe your view of the sovereignty of God?
- 22) What is your view of divine election to salvation?
- 23) What is your comfort zone in church worship?
- 24) How will you relate to staff members whom you inherit in the church?

Appendix 3.4 Evaluation of Interview

Evaluation of _____ by _____

(Please evaluate by indicating the rating which applies to each area. Be as objective as possible in this evaluation.)

Area	Factors to Consider	Check Applicable Rating				
		Excellent	Very Good	Satisfactory	Poor	Unknown
Ministering Ability	Human relationships. Does this person relate well to others, especially on a one-to-one basis?					
Self-Expression	Sermon organization, content and delivery					
Leadership	Ability to organize, obtain cooperation of others, and direct their efforts effectively. Spiritual leadership					
Administrative Ability	Knowledge of and ability to carry out administrative procedures: planning, delegating, evaluating etc					
Judgment	Ability to act rationally and with dispatch within the leadership of the Holy Spirit					
Initiative	Ability and willingness to begin work when and where it is needed					
Flexibility	Ability to adapt to various situations					
Personal Bearing	Physical appearance, appropriate attire					
Marriage Relationship	Relationship with spouse, continued growth and stability of marriage					
Relationship with Children	Parenthood: love and discipline of children.					
Credit and Financial Management	Ability to manage personal finances and indebtedness					
Health	Any personal or family health problem that might affect performance					

Appendix 3.5 Sample Scoring Worksheet

Complete one Minister's Profile Worksheet (sample below) for each candidate. After completion of reference checks and phone interview, list each attribute from the profile prepared by the Search Committee and prioritize each on a scale of 1 to 10. Then score each attribute of the candidate on a scale of 1 to 10. Take the profile attribute's priority number and multiply it by the candidate's score and write the product in the far right column. The formula will give the committee a mathematical score for comparison.

Attributes	Importance Rate 1-10	Candidate's Score Rate 1-10	Score
Church Profile			
Education	10	10	100
Leadership	9	8	72
Communication	8	7	56
Vision Caster	7	5	35
Community Profile			
Community	9	9	81
Involvement	8	7	56
Leadership Profile			
Doctrine	10	9	90
Pastoral Care	9	9	81
Communicator	8	7	56
Total			627

MINISTER PROFILE WORKSHEET

Candidate Name: _____

Attributes	Importance Rate 1-10	Candidate's Score Rate 1-10	Score
Church Profile			
Interview			
Leadership			
Communication			
Community Profile			
Involvement			
Leadership Profile			
Doctrine			
Education			
Personal Mission Statement			
Total			

Appendix 3.6 Sample Questions for References

1. How long have you known this person?
2. What is the nature of your relationship?
3. Have you ever been in his church?
4. What have you observed about his/her relationship with church leaders?
5. What leadership style has been displayed?
6. Are you aware of any turnovers with volunteers or problems within the church leadership?
7. What are the areas of emphasis in his/her ministry?
8. Are you familiar with his/her study habits, and if so, what are they?
9. Are you familiar with his/her pastoral care role, and if so, please describe it?
10. In what area is his/her pastoral care most effective?
11. What are his/her greatest obvious strengths?
12. How does he/she handle criticism? . . . conflict? . . . confrontation?
13. Does he/she have a good sense of humor?
14. Can he/she take a joke on himself or teasing?
15. How would you rate his/her administrative skills?
16. What do you know about relationships within his immediate family?
17. Is his/her spouse directly involved in this ministry? In what ways?
18. If your church was seeking a pastor and you were on the Search Committee, would this candidate be your first choice? Why or why not?

Other factors and comments: Please furnish detailed comments on any special characteristics and/or skills which you consider to be exceptionally strong or weak points. Also elaborate further on any of the areas of evaluation given on other page.

Please also include the names and addresses of two other persons who could be qualified to evaluate this person.

Name _____ Phone _____
Name _____ Phone _____

Step 4: Presentation/Recommendation Process

Candidating and Observation

By interviewing first, the Search Committee can more objectively seek God's guidance and the candidate's giftedness for your church. Ask yourselves if the candidate's gifts and talents match the needs of your congregation's profile. The gifts and talents that the Search Committee identified in the interview process need to be verified by other groups within the church.

After making the announcement that the Search Committee has identified a potential pastor for the church, a weekend visit to the church by the prospective pastor and spouse is planned. There should be scheduled meetings with the Leadership Team and other special interest groups within the congregation. By doing this, the sermon on Sunday morning will not be the only basis for the congregation to accept or reject this candidate.

The needs of the pastor and his family should be considered throughout this process. This visit should be scheduled at a time acceptable to both the church and candidate and should include at least a weekend.

Sample three-day meeting schedule:

The following meetings could be scheduled with the candidate:

Friday Evening:

- Dinner, or a coffee evening, with the Search Committee. Spouses may be included to get an extended group.

Saturday:

- Meetings with the staff and other church groups
- Candidate and his family tour the community. Allow ample time for this.
- Dinner with the Leadership Team. Consider including a period of testimonies and questions and answers.

Sunday Morning:

- Candidate may be asked to address/observe an adult Sunday School while in session
- Candidate preaches the morning message
- Lunch for the membership and candidate/family. Consider including another informal time of questions and answers.

Remember that the meetings listed are only suggestions. The committee should develop a "call weekend" schedule that fits your needs and the needs of the candidate.

Issuing the Call

The call is to be extended as directed in the church constitution and by-laws.

The practice of extending a call varies from church to church. A time of congregational prayer, conversation and reflection is very appropriate. There should be no undue haste in calling for a vote. After the vote, immediately contact the candidate.

- Share the decision of the church
- Share number of votes, number of members present and voting, and the resulting percentage
- Ask for a verbal acceptance
- Report verbal acceptance to church at next worship service

Step 5: The Negotiation Process

There is a continuum from the Candidate Selection Process to the Negotiation Process. The purpose of the negotiation process is to eliminate misunderstandings that can damage the fellowship between the congregation and the pastor in days to come.

A. There is wisdom in conducting both the credit and criminal background checks.

The character of the pastor is of utmost importance. Some pastors, even though having nothing to hide, may have never had a Search Committee make this request before, especially if they have been in their current church for more than ten years. The Mennonite Brethren Church of Manitoba has a Safe Place Policy which requires church staff to go through this checking process.

C. Negotiate a Covenant with the Candidate.

Much of what is listed below forms part of the Employment Agreement, but just to highlight:

1. Include the total compensation package:
 - a. Salary and housing allowance
 - b. Protection benefits: Health insurance and pension plan
 - c. Ministry related expenses

 2. Include time away from office:
 - a. Day(s) a week off
 - b. Week(s) for vacation
 - c. List of holidays
 - d. Sundays away
 - e. Sick leave: number of days _____
 - f. Any other agreed-upon arrangements

 3. Moving expenses

 4. Include job description

 5. Include all expectations of pastor

 6. Include all verbal agreements

 7. Include what constitutes a call:
 - a. **Rationale:** many church constitutions state that a simple majority or an affirming vote of 75% of eligible voting members present is necessary to call a pastor. However, a pastor would rarely have a successful ministry if he begins with 25% or more members against calling him

 - b. **Solution:** the Search Committee and the candidate negotiate an acceptable percentage of eligible voting members present to issue a call. A recommended range to call a candidate would
-

be 90%-99%. A higher percentage will encourage the pastor and give his ministry an affirming beginning.

8. Include notice required to terminate the Covenant: "Under ordinary circumstances, the pastor shall give the church _____ months notice of his resignation. If the pastor is involuntarily terminated or resigns under pressure, he should be paid according to the Severance Policy. Guidelines for a dismissal process can be found in the Employment Agreement. The pastor should not be expected to preach or perform other pastoral duties during that time.

9. Include how the church will resolve disputes with the pastor. If the dispute cannot be resolved through the internal grievance process, then the church Personnel Committee or other appropriate committee (according to church by-laws) is encouraged to call for an outside mediator (always following the guidelines set forth in Matthew 18:15-22). The Conference Pastor is available to assist the church, hear the dispute, identify the issues and seek reconciliation between the parties. If your church does not have a reconciliation policy, contact the Conference Pastor for assistance in developing one.

10. Include the church's sexual harassment policy.

11. Include the candidate's first day of work in the church.

12. Write the candidate a letter that describes all agreed-upon items negotiated.

Appendix 5.1 Employment Agreement

For _____ *[your church name]* _____

This covenant agreement is made effective this _____ day of _____, 20__
between _____ *[your church name]* _____

and _____ *[employee name]* _____

Preamble

As the *[your church name]* wishes to receive the services of *[employee name]*, and *[employee name]* wishes to provide his/her services, and the parties wish to be clear on the respective right, duties and obligations, in consideration of the promises and other considerations set out below, the parties agree to the following:

Definitions:

The Church means *[your church name]* and any Committee / body of authority of it. Reference to the employer is meant to be the Church.

Agreement means this agreement and all schedules attached to it.

The Board refers to your name for the leadership team for your church.

Personnel Committee refers to the committee responsible for the human resources functions which are usual for an organization.

Confession of Faith means the Confession of Faith of the Mennonite Brethren Churches, and all amendments to it. [*The digest version of the full statement is attached as Schedule "A".*](#)

Employee Policy means the employee manual approved by the Church. [*Attached as Schedule "B".*](#)

The Lifestyle Agreement as published by the Canadian Conference of Mennonite Brethren Churches. [*Attached as "My Pastoral Covenant" in Schedule "C".*](#)

The Ministry Expectation Agreement. [*Attached as Schedule "D".*](#)

Benefit Plan. [*Attached as Schedule "E"*](#)

Job Description is not detailed in this agreement. [*Attached as Schedule "F".*](#)

Sabbatical Study Leave Guidelines. [*Attached as Schedule "G".*](#)

This agreement is to be executed free of duress, coercion or undue influence.

Terms of Employment

General

- a) The Employee will at all times and to the best of his/her skill, ability, experience and talents, perform all the requirements of this position.
- b) In carrying out his/her responsibilities, the Employee will abide by all of the Church operating policies and employee policies as may be adopted or changed from time to time.
- c) The Employee agrees that the Church may change his/her duties and responsibility from time to time which are reasonable with this position.
- d) The Employee will report to and follow all lawful instruction given by the Leadership Board of the Church.
- e) If a particular clause is found to be invalid, the validity of the remaining clauses is not affected.
- f) If a particular clause is found to be in conflict with the Employment Policy of the Church, this agreement shall prevail.
- g) This agreement is governed by, is in accordance with, and is superseded by the laws of Manitoba.

Job Description and Hours of Work

- a) The job description for this position may be attached as Schedule "F".
- b) The maximum number of paid hours worked in a week cannot exceed 40. The minimum number of hours of the work week will be 37.5 hours and the maximum number of hours per week, including volunteer time, at the church should average no more than 50 hours.
- c) Overtime applies to this position and it will be calculated at a rate prescribed in the Employment Standards Act. All overtime and authorization for payment of overtime, or time off in lieu of overtime, must be pre-approved by the Board or the person with the employment authority.

Expectations of Ministry

- a) An Employee in a pastoral position of the Church is required to [maintain credentialing](#) as a pastor from the Mennonite Brethren Church of Manitoba. ***(In the case of a junior employee, this can be a deferred activity)***
- b) The Employee has a duty to respect confidentiality information and will not directly or indirectly divulge, use disclosure or communicate to anyone any information or date concerning the Church or member/adherent of the Church without the knowledge and permission of those involved.

- c) Strict adherence to the Church privacy policy in the Employee Policy and as amended from time to time and in accordance with the laws of Manitoba, will be observed.
- d) The Employee has an independent duty of loyalty to the church, the Manitoba Conference and the Canadian Conference. For senior pastoral positions, this will include attending denominational conferences, study conferences and leaders meeting. The Church will provide reimbursement for the cost of attending those conferences in accordance with the Travel Policy. The time away from the office to attend those conferences is considered as paid time. When attending an out-of-province conference, one (1) travel day before and after the conference is considered as paid time.
- e) The Employee has a duty to avoid any appearance of conflict of interest.
- f) The Employee will read, agree to and sign a lifestyle agreement of the Church which is based on or is identical to the Lifestyle agreement published by the Canadian Conference Board of Faith and Life and is attached as Schedule "C".
- g) During the first year of employment, the Employee will meet at least quarterly with a small group for the purpose of mentorship, support and measuring progress against ministry goals. Subsequent to the first year of employment, this review is done annually. ***(Your church may already have an alternate structure to handle this)***
- h) A formal review of performance and meeting ministry expectations every three (3) years by the Personnel Committee ***(you may have another group with this responsibility)***. This review will involve a complete sampling of those involved and knowledgeable of the ministry performed by the employee. The results of the review will be shared with the Board first and the Employee secondly. ***(you specify which order to present this, or if it is done simultaneously)***
- i) A new or revised Ministry Expectation Agreement, attached as Schedule "D", will be signed by the Employee and the Church after each review.

Compensation

- a) The gross salary for this position will start at ***\$xx,xxx*** annually, including provision for years of service, size of congregation and education, based on the salary grid provided by the MB Church of Manitoba ***(you specify if a different method of salary calculation is used)***.
- b) The wages are paid in accordance with the schedule set out by the Church.
- c) The salary will be paid, less the deductions according to Revenue Canada and the portion of deductions for the group employee benefits plan that the employee is responsible to pay.
- d) The Church will provide health and pension benefits for each church employee through the Canadian Conference Benefit Plan according to the schedule set out by Conference and in keeping with laws that govern those benefits.

- e) Salary increases are processed annually in accordance with the budget proposal and will be implemented after budget is approved at the annual general meeting.
- f) The Church is supportive and encourages that the Employee have a dedicated day off and the church will make every effort to communicate such to the congregation and honor that time.
- g) The Church will provide allowances according to the budget approved by the congregation each year for ministry resources such a mileage allowance, administrative allowance, leaves, sabbaticals, vacation, professional development and conferences.
 - i. Administrative allowance is intended for the purchase of books and subscriptions of a theological / professional nature which will remain the property of the Employee, and for hospitality expenses incurred in the course of ministry.
 - ii. Professional Development is intended for continuing education which will encourage the Employee in ministry. This allowance is calculated at a rate of 2% of gross salary **(you specify if a different method of calculation is used)** and may be accumulated over three years to permit attendance at events such as seminary inter-term or summer school.
 - iii. Car and travel allowance is determined each year by the Church and will be applied to local work-related travel, not inconsistent with Canada Revenue Agency regulation, and upon submission of detailed logs.
 - iv. Vacation is determined according to the schedule in the Employee Policy. For this agreement the starting vacation time allowed for this position is ___ **(you specify the starting point)** weeks per year. Vacation can be used before it is earned with any applicable adjustments made on final pay in the case of termination / resignation. One week of unused vacation per year can be brought forward to the following year and any other remaining unused vacation is forfeited if not taken in the year after it was earned.
 - v. Sabbaticals, with full pay, are based on a calculation of four (4) months after the completion of five (5) years of ministry. **(your choice to name other parameters)** Further details of sabbaticals are described in the [Employee Policy Schedule "G"](#).
 - vi. All other leave requests will be administered according to the description in the Employee Policy.
- h) The Church understands that it receives value for pastoral staff accepting speaking engagements outside the church. The policy as stated in the Employee Policy will be the guide. Any honorarium received by the Employee for those engagements may be retained by the Employee and any costs incurred will also be the sole responsibility of the Employee or in agreement with the organization requesting those services.
- i) Ownership of intellectual property will be adhered to according to the policy in the Employee Policy.

The process for resolution of disputes/interpretations and corrective action will be followed according to the description in the Employee Policy.

Any reason to terminate this agreement may be routine but occasionally there are some extraordinary circumstances under which employment is terminated. The process of termination and grievance will be followed as outlined in the Employee Policy.

The Church will follow the procedure as described in the Employee Policy for severance or settlement when an Employee resigns due to irreconcilable difference or because of termination without cause.

As part of the insurance package of coverage for the Church, the Church will ensure there is adequate coverage at all times for Directors and Officers insurance as well as Error and Omissions coverage.

I, [employee name] have read the terms and conditions of this agreement, I have read the attached Schedules, including the Employee Policy and agree to conduct myself according to these terms. I agree to be bound by all of the condition of employments as noted above in this agreement, including the Schedule thereto.

(Signature of Employee)

Date of signing

I, _____ as Moderator on behalf of the Church will support, uphold and provide the resources necessary so that the terms of this agreement and those in the Employee Policy can be complied with in the regular course of ministry.

(Signature of Moderator)

Date of signing

Attachments:

- SCHEDULE "A" - Confession of Faith
- SCHEDULE "B" - Employee Policy
- SCHEDULE "C" - Pastoral Covenant
- SCHEDULE "D" - Ministry Expectation Agreement
- SCHEDULE "E" – Benefits Plan
- SCHEDULE "F" - Job Description (optional)
- SCHEDULE "G" – Sabbatical Study Leave Guidelines

DISCLAIMER: This guide is provided for information purposes only and is not intended as legal advice to the local church. Information is current only as of the date that the guide was prepared. Users are advised to seek professional advice in each church in which this format is used as a guideline.

Schedule "A" Confession of Faith - Digest Version

1. God

We believe in the one true God, the source of all life, who reigns over all things as Father, Son, and Holy Spirit and lovingly cares for all creation. God the Father planned the redemption of humanity and sent Jesus Christ the Son to be the Saviour of the world. Jesus proclaimed the reign of God, bringing good news to the poor and triumphing over sin through his obedient life, death, and resurrection. God the Holy Spirit empowers believers with new life, indwells them, and unites them in one body.

2. Revelation of God

We believe that God has made himself known to all people. Beginning with creation and culminating in Jesus Christ, God has revealed himself in the Old and New Testaments. All Scripture is inspired by God and is the authoritative guide for faith and practice. We interpret Scripture in the church community as guided by the Holy Spirit.

3. Creation and Humanity

We believe God created the heavens and the earth, and they were good. Humans, God's crowning act, were created in the image of God. Sin has alienated humanity from the Creator and creation, but God offers redemption and reconciliation through Jesus Christ.

4. Sin and Evil

We believe sin is individual and corporate opposition to God's good purposes and leads to physical and spiritual death.

5. Salvation

We believe God saves all people who put their faith in Jesus Christ. Through his obedient life, sacrificial death, and victorious resurrection, Christ delivers people from the tyranny of sin and death and redeems them for eternal life in the age to come. All creation eagerly awaits its liberation from bondage into the freedom of the glory of God's children.

6. Nature of the Church

We believe the church is the covenant community called by God through Jesus Christ to live a life of discipleship and witness as empowered by the Holy Spirit. The local church gathers regularly for worship, fellowship, and accountability and to discern, develop, and exercise gifts for ministry.

7. Mission of the Church

We believe the mission of the church is to make disciples of all nations by calling people to repent, be baptized, and love God and neighbour by sharing the good news and performing acts of love and

compassion.

8. Christian Baptism

We believe baptism by water is a public sign that a person has repented of sin, received forgiveness, died with Christ, and been raised to new life through the power of the Holy Spirit. Baptism is also a public declaration of a believer's incorporation into the body of Christ as expressed in the local church.

9. Lord's Supper

We believe that in obedience to Christ, the church observes the Lord's Supper as a remembrance of his atoning death and to celebrate forgiveness, new life, and the fellowship and unity of all believers.

10. Discipleship

We believe Jesus calls people who have experienced the new birth to follow him in a costly life of service to God. The power of the Holy Spirit transforms believers from the unrighteous pattern of the present age into a life of joyful obedience with God's people.

11. Marriage, Singleness, and Family

We believe that singleness and marriage are honoured by God and should be blessed by the church. God instituted marriage as a lifelong covenant between a man and a woman for the purpose of companionship, encouragement, sexual intimacy, and procreation. Children are gifts from God and should be nurtured by parents in the ways of God.

12. Society and State

We believe that God instituted the state to promote justice and to maintain law and order. Christians' primary allegiance is to Christ's kingdom. Believers are called to witness against injustice, exercise social responsibility, and obey all laws that do not conflict with the Word of God.

13. Love and Nonresistance

We believe that God in Christ reconciles people to himself and to one another, making peace through the cross. We seek to be agents of reconciliation, practice love of enemies, and express Christ's love by alleviating suffering, reducing strife, and promoting justice. Because violence and warfare are contrary to the gospel of Christ, we believe we are called to give alternative service in times of war.

14. The Sanctity of Human Life

We believe that God is Creator and giver of life and highly values each person. Procedures designed to take human life are wrong. We oppose all attitudes that devalue human life, especially the defenseless lives of the unborn, disabled, poor, aging, and dying.

15. Stewardship

We believe the universe and everything in it belong to God the Creator and that we have been entrusted by God to manage its resources. All God's gifts, including money, time, abilities, and influence, are to be received with thanksgiving, used responsibly, and shared generously.

16. The Lord's Day, Work, and Rest

We believe God's act of creation provides the model for work and rest. In work, we use our abilities to glorify God and serve others. In rest, we express thanks for God's provision and trust in God's sustaining grace. In worship, we gather to commemorate the resurrection through worship, instruction, fellowship, and service.

17. Christianity and Other Faiths

We believe God's atoning work in Jesus is the only means of reconciling people with God. God has not left any without a witness to the Creator's goodness and power. Christians treat people of other faiths with respect but urgently proclaim Christ as the only way of salvation.

18. Christ's Final Triumph

We believe that the Lord Jesus Christ will return triumphantly at the end of this age to destroy all evil powers, condemn all who have rejected Christ to eternal punishment, and unite believers with Christ to reign forever with God in glory.

Schedule "B" Employment Policy

Call

Each of us is called by God to serve with our talents and energies (Exodus 31:1-11; Colossians 3:17, 23-24). We are called to bear witness to our faith in Christ in the place where God has placed us (Luke 8:38-39).

When a church calls someone to serve, great care is required, because we are the body of Christ, seeking together to follow the direction of Jesus, our head. How should a local church, the body of Christ, call a pastor? A good example is found in Acts 13:1-3. While the entire congregation was at worship*, in "intense devotion to discern the Lord's leading"*, the Holy Spirit directed them to call Barnabas and Saul. Useful resources for calling a pastor are found in *Following the Call; A Leadership Manual for Mennonite Brethren Churches*, edited by Doug Schulz & Michael Dick, published by Kindred Productions, 1998. Most certainly, prayer and conversation together as a faith community, seeking to discern the Spirit's leading, are an essential element of that process.

*Edmund Janzen, *Turning the World Upside Down: Studies in the Acts of the Apostles* Kindred Productions, 2005, p. 127.

Preamble: The Biblical Principle

While the concept of an "employment policy" is a necessity of the workplace, it is also a concept consistent with biblical principles. There are a number of Bible references that can serve as scriptural reference points for an employment policy for the Mennonite Brethren Church of Manitoba (hereafter referred to as "the Conference") and the churches that are part of the Conference. It is clear from scriptures that both parties of the employer/employee relationship have responsibilities and obligations to each other.

Two examples: Deuteronomy 24:14 and 15 speaks to employers when it says "Do not take advantage of a hired man who is poor and needy, whether it is a brother Israelite or an alien living in one of your towns. Pay him his wages each day before sunset, because he is poor and is counting on it. Otherwise he may cry to the Lord against you, and you will be guilty of sin." Colossians 4:1 adds "Masters, provide your slaves with what is right and fair, because you know that you also have a Master in heaven." Secondly, the scriptures speak to "servants" or "slaves," terms that are closest to our modern "employee." In 1 Timothy 6:1,2 it says "All who are under the yoke of slavery should consider their masters worthy of full respect, so that God's name and our teaching may not be slandered. Those who have believing masters are not to show less respect for them because they are brothers. Instead, they are to serve them even better, because those who benefit from their service are believers, and dear to them."

One has a sense from these and other scriptures that employers and employees in a Christian workplace are to set an example of such quality that God's name is honored. Further, our own Mennonite tradition of "brotherhood" and its concern for our sisters and brothers is consistent with an approach to employment that is "different from the world."

Accordingly, one principle of this employment policy is to look towards the scriptural example of the employer/employee relationship and to apply those concepts to the employment environment; an environment that honors God by seeing the employer and the employee in a partnership committed to advancing the cause of the kingdom.

While a pastor is a professional in every sense in which we normally use that word, Manitoba's Employment Standards Act definitions require a pastor to be considered an employee. This creates an awkwardness for both the pastor and for the church. These materials are in part prepared as an attempt to address that awkwardness. As an employee, a pastor is by law governed by a 40-hour work week. The problem is that a life spent responding to the joys (weddings, births, celebrations) and sorrows (death, illness, loss, relational dysfunction, family break up, other personal crisis) of community life does not easily fit into a tidy 40-hour box. The church and pastor should be careful to not build so many expectations into the pastor's work week that the inevitable unscheduled crises and celebrations routinely create a necessity that the pastor is obliged, by this contract, to seek permission from a church leader before providing pastoral care.

The matter of sexual abuse, including the workers' relationship to both adults and children, is covered under the Conference's "Policy Regarding Adult Sexual Abuse" and the "Safe Place Policy for Childrens Ministry".

Introduction

This document describes the employment policy developed by the Mennonite Brethren Church of Manitoba and is available for use by the churches as a template for their Employment Policy.

This document addresses employee/employer relationships in the areas of:

- general qualifications,
- recruitment,
- terms of employment,
- salaries, vacations and benefits,
- leaves of absence,
- evaluation,
- termination of service, and
- grievance

The policies and procedures described herein are consistent with relevant federal and provincial legislation at the time of its writing. Where this document differs from existing legislation or is affected by new legislation, the regulations of the legislation will automatically apply and subsequent editions of this policy will be revised accordingly.

When used in the Conference setting, the term Leadership is meant to describe the Leadership Board and Conference Lead Staff. In a church setting, it will apply to the name used in the local church to describe its leadership team.

This policy is designed to cover most situations typical of the employer/employee relationship. At the same time, it is recognized that it cannot anticipate every situation or address every concern. Leadership is encouraged to consult with the Personnel Committee before applying this policy to a situation not

specifically referenced in the following pages or where the text of this policy may be subject to varied interpretation.

1. Employment: General Qualifications

All candidates for employment must give evidence of a personal faith in and loyalty to Jesus Christ and must be willing to assist eagerly in promoting the spiritual life of the Church, their local church, and the programs of the Conference.

- 1.1 Candidates for employment shall be church members baptized upon the confession of their faith, in agreement with the Confession of Faith of the Mennonite Brethren Church (see Schedule A). Candidates must be prepared to declare their commitment to these principles either orally or in writing to the selection / search committee.
- 1.2 Candidates must be in agreement with and seek to implement the vision and mission of the Conference in general and the specific objectives of the local church.
- 1.3 Candidates must give evidence of character qualities that will enable them to exert a positive influence upon the life and work of the local church as well as on the life and work of the Conference in general.

2. Recruitment

- 2.1 The Employer must provide a job description for all positions it opens to a recruitment competition.
- 2.2 The Church is expected to advertise position vacancies as widely as possible and as appropriate. This requirement may be waived if the Board is planning to promote from within, or has identified an unusually qualified candidate.
- 2.3 The Church shall require all applicants, both internal and external, who are responding to public advertisements to indicate their candidacy by submitting a resume.
- 2.4 All offers of appointment and selection shall be confirmed by both parties in writing. The letter containing the offer of employment shall state clearly the term of appointment (i.e. continuing full-time, part-time, fixed-term, casual), the starting salary, the starting date of the appointment, and any other details affecting the appointment. Copies of the offer of employment and the letter of acceptance shall be sent to the Canadian Conference payroll office to establish an official record of employment and to authorize the payment of salary. ***[If you do your own payroll administration, describe the process here].*** The letter of offer of employment and the letter of acceptance together with the job description and this Employment Policy, shall constitute the contract of employment.

3. Terms of Employment

- 3.1 The legal employer of record is the *[insert your church name here]*.
- 3.2 During the first year of employment, the Employee will meet at least quarterly with a small group for the purpose of mentorship, support and measuring progress against ministry goals. Subsequent to the first year of employment, this review is done annually.

A new or revised Ministry Expectation Agreement (see Schedule “D”) will be signed by the Employee and the Church after each review.
- 3.3 A formal review of performance and meeting ministry expectations every three (3) years by the Personnel Committee. This review will involve a complete sampling of those involved and knowledgeable of the ministry performed by the employee. The results of the review will be shared with the Board first and the Employee secondly.
- 3.4 All wages, benefits, and conditions of employment shall meet the terms of provincial and federal legislation, and where the provisions of this policy differ from legislation, the terms of the legislation shall apply.
- 3.5 Full-time support staff employment shall generally consist of 7.5 hours per day and 37.5 hours per week.
- 3.6 The Board may also offer contract appointments when the nature and scope of the work is clearly defined and where full-time, part-time, casual, or fixed-term appointments are not suitable. The concept of contract employment is in part governed by the regulations of Revenue Canada, which stipulate that the individual on contract may provide services to more than one establishment.

4. Salaries, Vacation, Benefits and Other Policies

The Church recognizes that while there is a measure of sacrifice involved in serving the Lord through employment with the Church, the Church also recognizes that the wages it pays to its employees must be fair.

4.1 Salaries

- 4.1.1 Salary schedules for employees shall be determined by *[you name the board(s) with this responsibility]* and approved by *[you name the board(s) with this responsibility]* based on the stipulations set out in the Employment Policy.
- 4.1.2 The annual general salary adjustment date for employees shall be January 1 *[or you name the salary adjustment date which may be the anniversary date]* of each year.

- 4.1.3 In general, the Church shall apply the Manitoba Conference salary grid *[for you describe what process is used]* to its employees, and purchase payroll services from the Canadian Conference.
- 4.1.4 Deductions from income shall be made for Income Tax, Canada Pension Plan, Employment Insurance as well as the Conference Pension Plan and Insurance Benefit package.
- 4.1.5 All employees are entitled to paid statutory holidays. These are: New Year's Day, Good Friday, Victoria Day, Canada Day, Labour Day, Thanksgiving Day, Louis Riel Day, and Christmas Day. Remembrance Day is covered by its own legislation in Manitoba and only essential service employers are allowed to operate November 11. Although the legislation says employees who must work November 11 must be paid at two times their regular rate, it also states that employees who do not work are not entitled to holiday pay for November 11. Because most employers in Manitoba treat November 11 (when it occurs on a weekday), Boxing Day and the August civic holiday as paid holidays, the Employer will also treat these dates as paid holidays.
- 4.1.6 All full-time employees shall be paid semi-monthly (i.e. twice each month). Wages for part-time and casual employees may be paid according to the same schedule or at the end of each month.

4.2 Vacations:

- 4.2.1 Vacation entitlement for all employees accrues at the rate of 1.25 days per month of employment for a total of three weeks (15 working days) of vacation per year. After eight years, vacation entitlement shall increase and accrue at the rate of 1.6 days per month (20 working days). After 16 years of recognized service, vacation entitlement shall increase and accrue at the rate of 2.0 days per month (25 working days). The "vacation year" is the calendar year, from January 1 to December 31. Vacation entitlements will normally (see 4.2.4 for an exception) be taken after December 31st of the year in which the entitlement was earned.
- 4.2.2 Employees who are appointed for less than the full 12-month January-December calendar year, will accrue vacation entitlement from the date of employment at the rate of 1.25 days per month up to December 31, and will normally be eligible to use that vacation entitlement after that date. Any partial days arising from this calculation will be rounded up the next full day.
- 4.2.3 Full-time employees may carry-over one (1) week of unused vacation entitlement to the next vacation year with the approval of the Board. In exceptional circumstances, larger

carry-overs may be authorized provided they include a commitment to draw down the vacation entitlement.

- 4.2.4 Vacation may be taken at any time, provided the employee has accrued vacation time equal to the requested vacation time off. This means that newly-appointed employees with less than a full-year entitlement may go on vacation, provided their vacation accrual equals the number of vacation days.
- 4.2.5 By no later than December 31 of each year, the Personnel Committee shall review the vacation schedule to ensure that all employees have taken all the vacation leave to which they are entitled. Pay-in-lieu-of-vacation for employees is expressly discouraged because it undermines the principle that vacation is to be a period of relaxation and refreshment.
- 4.2.6 Where vacation entitlement has not been used by the end of the vacation year, or where the entitlement through unusual circumstances has accumulated beyond the two-week (10 working day) carry over limit, the Personnel Committee shall develop a plan to draw down the commitment through scheduled time off and/or, as a last resort, extend pay-in-lieu-of-vacation. Whenever the employment terminates, the employee will be paid for all outstanding vacation time.
- 4.2.7. Vacation entitlement of casual employees shall be calculated at the rate required by the Manitoba Employment Standards Act and added to their base salary at the end of each pay period.

4.3 Benefits

- 4.3.1 All full-time employees shall be enrolled in the benefits program provided through the Canadian Conference. All part-time and casual employees who earned at least 50 per cent of the yearly maximum pensionable earnings during two years of service, shall be enrolled in that benefits program.
- 4.3.2 The staff benefits program consists of: group life insurance with employee-paid options; accidental death and dismemberment coverage; long-term disability insurance; and the optional extended health care and dental coverage. Details on each of the foregoing are included in **Schedule E** or are available through the plan administrator.
- 4.3.3. Paid sick leave shall be available to all staff members so that they may recover from illness and injuries without significant financial loss. *[you can change this section to reflect your policy]* Illness, injury or quarantine will be covered at full salary for a period of five (5) consecutive working days, after which application for EI-sick leave will be made and the Supplemental Unemployment Benefit (SUB) Plan will come into effect. The standard EI waiting period is waived. Should the absence extend beyond the EI sick-leave entitlement (currently 17 weeks), Long Term Disability benefits may be applied for in accordance with the terms of the insurance policy that is provided as part of the Benefit Plan. Although it is

expected that staff members' claims for sick leave will be reasonable and appropriate to the nature of the illness or injury, the Employer may request the employee to provide documentation from a physician to substantiate absence from work.

- 4.3.4 **Clergy Residence Deduction:** The Clergy Residence Deduction is a tax benefit for qualifying clergy that is provided in Paragraph 8(1) (c) of the Income Tax Act of Canada. The Canada Customs and Revenue Agency (CCRA) describes the criteria for eligibility in Interpretation bulletin IT-141R (Consolidated). This version of the bulletin applies for the 2001 and subsequent taxation years. In order to qualify for the deduction, claimants must satisfy both the status and function tests discussed in the Bulletin. In addition, the Income Tax Act was amended in 2001 setting limits to the amount of the deduction.

Beginning with taxation year 2001, claimants must complete the form "Clergy Residence Deduction," (form T1223E) which includes answering questions related to the status/function tests and to income/residence costs. This form also requires the Employer (represented by a signing officer) to complete Part B of the "Clergy Residence Deduction" form; the questions in Part B relate to the conditions of qualifying employment. With the exception of the Employer's requirement to complete Part B of the "Clergy Residence Deduction Form," claims for the Clergy Residence Deduction are transactions between the claimant and CCRA. Accordingly, the signing officer representing the Employer will only complete Part B of the "Clergy Residence Deduction" form so that to the best of his/her knowledge it is true, correct, and complete. The Employer is under no obligation to increase the salary of any employee who loses his/her eligibility following a CCRA review of the claim; and further, the Employer is under no obligation to financially assist employees who may be assessed back taxes. [Copies of Interpretation Bulletin-141R (Consolidated) and the "Clergy Residence Deduction" form are available from the CRA website.]

- 4.3.5 **Clergy Residence Deduction and Salary Grid Placement:** The salary grids established by the Personnel Committee do not reflect the effect the clergy residence deduction may have in reducing the income tax burden of the claimant. Salaries shall not be adjusted to reflect the benefits that the clergy residence deduction may have for an individual employee; that is, the Employer does not assume any clergy residence deduction eligibility or benefit and should therefore offer unadjusted salaries consistent with the salary grids.

4.4 Travel and Other Expenses

All employees are subject to the administrative policies approved by the Board.

5. Leaves of Absence

5.1 Professional Development Leaves

5.1.1 The purpose of the professional development program outlined below is designed to help employees achieve and maintain the highest level of spiritual and professional keenness. This program is intended to be flexible and accessible, allowing for leaves of varying lengths and eligibility requirements.

5.1.2 Leave privileges shall be for study purposes so that the individual will be able to make a more effective contribution toward the total program of the Church.

5.1.3 Two types of professional development leaves are available:

5.1.3a **Short Term Leave:** i.e. one to seven days. The person receiving this type of leave shall receive full salary during the time of leave plus payment for part or all expenses incurred.

5.1.3b **Sabbatical Study Leaves**

- Sabbatical study leaves are not granted automatically, but shall be evaluated, approved and administered by the Board.
- Staff will be eligible for a sabbatical study leave after five (5) consecutive years of service in a pastoral position. The length of the leave will be four (4) months.
- Proposals for sabbatical study leaves shall be presented by staff to the Board and the Personnel Committee and should include the following:
 - Personal and Program objectives
 - A description of the major elements of the leave.
 - Proposed beginning and ending date.
 - Suggestions of how current job responsibilities will be handled during the leave.
 - A description of possible budgetary implications.
 - Proposals should be submitted not less than six (6) months prior to the proposed leave.
- Staff shall receive normal compensation during the period of the leave.
- Upon returning to work, staff will serve the Employer for a minimum of one year. Staff failing to meet this requirement are required to repay half the salary received during the leave and forfeit any accumulated severance benefits.

5.1.4 The Employer will allot two per cent (2%) of its annual salary budget for professional development for each employee. The Board may at its discretion carry-over up to 50 per cent of its allotment to the next year, provided there is a surplus of revenues to expenditures to fund the carryover.

5.2 Other Leaves

5.2.1 Compassionate leave of absence with pay shall be granted to employees who must attend at the funeral of a close relative (spouse, child, parent, brother, sister, grandparent, and in-laws). The length of the leave of absence shall be agreed on by the Employer and the employee, and shall consider the extent to which the employee is involved in making arrangements and whether out-of-province travel is required.

- 5.2.2 An employee subpoenaed as a witness or called for jury duty shall be paid at full salary provided the employee remits to the conference office the money paid by the court for this service, except that portion deemed as travel expenses.
- 5.2.3 The Board, provided it has the resources to fund the leave period, may grant other leaves of absence with or without pay to employees to reflect unique situations or opportunities for the employee; these exceptional leaves shall be granted in consultation with the Personnel Committee. The Board shall grant other leaves of absence should such be prescribed by law.
- 5.3 Deferred salary arrangements designed so that employees may self-fund an extended absence must be approved by the Board before being implemented.

6. Evaluation Procedures

- 6.1 The Personnel Committee will develop evaluative procedures together with the employees involved. Evaluations must be both fair and accurate and shall focus on responsibilities required of the employee as well as tasks, skills, and abilities relevant to the conference and to the incumbent's position recognizing differences between new and experienced employees. Evaluative procedures are to be submitted to the Board for review. Evaluations are to take place at regular intervals using written evaluation instruments and criteria that are fair to the staff members involved and which are valid measures of performance and effectiveness. These instruments shall be made available to employees at the time of employment.
- 6.2 In general two types of evaluation should be undertaken:
 - 6.2.1 Formative evaluation: The primary purpose of formative evaluation is to promote growth and as such it evaluates performance so that it leads to qualitative improvements in abilities.
 - 6.2.2 Performance evaluation (also known as "summative evaluation"): The primary purpose of performance evaluation is to provide a permanent and continuous record of competence for an employee. The supervisor and the employee will discuss these evaluations before they are added to the employee's file. The employee may retain a copy of the evaluation and must sign the file copy to indicate knowledge of the contents. Employees, who disagree with the evaluation, may attach an explanatory statement.
- 6.3 Every employee shall have access to the contents of their employment file.
- 6.4 The Personnel Committee will provide guidance to the Board to assist in the evaluative process.

7. Remediation

- 7.1 Where performance evaluations become the basis for action that may or may not lead to dismissal, the employee must first be given adequate opportunity to correct his/her behavior and/or performance before any disciplinary action, or dismissal, is carried out.
- 7.2 The first stage of remediation shall be a review of the problem between the employee and the Executive Committee of the Board (the Executive).
- 7.3 The Executive, shall clearly state what aspects of behavior or performance are unacceptable; state the criteria that will be used to evaluate compliance; and state what further action may be taken if there is no improvement by the specified time.
- 7.4 The Executive shall summarize this information in writing to the employee so that there is a record of the transaction and so that the memo can become the basis for follow-up at the end of the time specified for improvement. The employee who receives this memo shall return a signed copy to acknowledge its receipt and that its contents have been read. (see 6.2.2)
- 7.5 A copy of the memo in 7.4 shall become part of the employment record. Where the agreed on change in behavior or performance has been achieved, the Executive shall write a follow up memo to the employee acknowledging the change. A copy of this memo shall be added to the employment record. Where a concern or behavior problem is resolved successfully, the employment record must record and document this outcome.
- 7.6 Where no change in behavior or performance is evident to the Executive, or where progress is clearly not satisfactory, the parties involved shall again meet to review the concerns; the superior must describe the extent to which the concerns in 7.3 have been unfulfilled. At this point the superior or board chair shall reiterate the original concerns regarding behavior and performance; the criteria used to determine progress; and state the penalty that will be imposed if there is no change in behavior or performance, again by a time specified. Again, the transaction will be summarized in writing to the employee. At this point, the action shall be reported as information to the board.
- 7.7 As part of 7.6 the Executive and the Board may enlarge the circle of people involved by advising the employee to seek counseling or the assistance of a trusted advisor, and by seeking the advice of non-involved third parties (such as, but not limited to, the Conference Moderator or Conference Pastor).
- 7.8 Where there is still no change in behavior or performance, any penalty described in 7.6 shall be imposed. While this action may be communicated orally to the employee, it must also be confirmed in writing.
- 7.9 Although a penalty is imposed at this point, the employee shall still have the opportunity to make a commitment to achieve the behavior and performance changes outlined by the

superior or board chair. At this stage the assistance of non-involved third parties as noted in 7.7 is essential so that continuing support and accountability may be in place for both the staff member involved and the Church.

- 7.10 Disciplinary penalties may include, but are not limited to, the application of a probationary period, suspension without pay for a period determined by the superior or board chair, and in the most serious cases, dismissal. Causes for dismissal are noted in section 8.3.1.
- 7.11 The Executive shall keep written records of all transactions in the disciplinary proceeding. The purpose of the record is to demonstrate that the process was conducted in a prayerful and considerate manner so that it is evident that the employee has had ample opportunity to achieve the changes in behavior and performance that precipitated the disciplinary action. Where disciplinary actions continue as described in 7.6, the communications between the Executive and the employee shall become part of the employee's record.
- 7.12 Where an employee's behavior or performance places the integrity of the church in jeopardy, or impairs the ability of the church to function effectively, the Executive may immediately suspend the employee. This decision, with or without accompanying reasons given, shall be communicated to the employee in writing. When this action is taken, a meeting of the full Board must be convened within five working days to review the action and confirm the decision. If the suspension is confirmed, the Board shall at that time decide whether the suspension includes a suspension of salary. For suspension due to allegations of sexual abuse, see sections 63 and 64 of the Mennonite Brethren Church of Manitoba Policy regarding Adult Sexual Abuse.
- 7.13 Every employee who is the subject of a disciplinary proceeding shall be afforded the opportunity to speak to the Board, with the assistance of a representative of their choice. At the employee's request their version of the concerns shall be included in the employment record.
- 7.14 Disciplinary proceedings shall be based on documents contained in the employee's employment record. In general, any disciplinary proceeding shall address patterns of unacceptable behavior. Incidents of serious misconduct, however, such as those listed but not limited to those in 8.3.1 may be reason for immediate suspension or dismissal

8. Termination of Employment: Resignation, Dismissal, and Layoff

- 8.1 Resignation: Employees may resign by indicating their intention in writing. For support staff, this notice of resignation should be delivered not less than two weeks prior to

departure. Senior staff are asked to give longer resignation notices so that boards have ample time to begin recruiting a replacement.

8.2 Term Appointments: Employees who have accepted term appointments should not expect to have such appointments renewed or extended beyond the date indicated in their letter of appointment. The board chair should notify term employees in writing at least one month before the end of the term whether or not the church intends to end or extend the appointment.

8.3 Dismissal: The Church may terminate the service of an employee. Dismissal will normally fall into one of the following categories:

- Dismissal without cause, and
- Dismissal with cause

8.3.1 Any employee may be dismissed without cause provided:

- The termination conditions are met, (i.e. where an employment contract is in place that specifies the period of employment);
- The employee is given adequate working notice (in writing);
- The employee is paid a sum equal to the value of salary and benefits of the adequate notice period or;
- A combination of working notice and “pay in lieu” of notice.

8.3.2 Dismissal with cause: Reasons for dismissal in this category may include, but is not limited to:

- Serious misconduct (such as sexual abuse, physical assault);
- Habitual neglect of duty after repeated, documented efforts to correct the behavior;
- Serious incompetence with respect to assigned duties and responsibilities (which go beyond management’s dissatisfaction with performance);
- Willful disobedience to a lawful and reasonable order given by a superior in a matter of substance;
- Theft, fraud or dishonesty;
- Excessive absenteeism despite corrective counseling;
- Continuing insolence and insubordination after discipline and counseling;
- Conviction of a criminal offence;
- Theological disagreement or incompatibility with the Confession of Faith or other theological positions as articulated by Conference resolution; Inappropriate lifestyle (such as, but not limited to, common-law and extra-marital relationships);
- Any conduct which is inconsistent with the employee’s express or implied conditions of service.

- 8.4 Cautionary note: There is a third type of dismissal or employment termination situation that is called “constructive dismissal.” Situations leading to constructive dismissals are typically caused when the Employer initiates one of the following: Forces the employee to resign, demotes the employee, imposes a downward change in reporting function, forces the employee to transfer to another work location, and unilaterally imposes substantive changes in the employee’s duties and responsibilities. Serious misconduct of the Employer toward the employee is also a situation that falls within the scope of constructive dismissal. In situations of constructive dismissal, the affected employee may have a claim for “wrongful dismissal” damages. The conference is advised to move cautiously when considering substantial reorganizations or major alterations to employee job descriptions and work environments.
- 8.5 Terminations arising from financial exigency or reorganization: The Board may reduce staff levels during a period of financial difficulty to a level consistent with their financial resources. Further, the Board may end the employment of staff members when it is restructuring in response to changes in program priorities.
- 8.6 All notices of termination must be conveyed to the affected employee in writing. The notice must state the date on which employment ends and include the reason for the termination, and (where applicable) include information on severance and post-employment benefits or transition assistance.
- 8.7 Dismissal from employment for any reason other than “cause” is classified by the courts as “wrongful dismissal” and may be grounds for the dismissed employee to sue for damages unless the employee has been offered fair and reasonable payment in lieu of notice. Traditionally churches and Christian organizations have avoided discussing severance settlements and have not been concerned about potential litigation as a result of termination or dismissal notices. It is now important for all parties to understand “termination,” how it is carried out properly, and to ensure that it is done fairly.
- 8.8 Terms of severance settlements: In addition to providing written notice of termination as early as possible, the following factors should be considered when preparing the terms of a severance settlement:
- The nature of the employment (i.e. level of responsibility and remuneration);
 - The length of service with the organization;
 - The age of the employee;
 - Availability of similar employment, in the same geographical location, taking into account the experience, training and qualifications of the employee;

- Circumstances surrounding the initial appointment of the employee (i.e. was the employee induced to leave a secure position or did the employee reply to an advertisement or other notice of position vacancy);
- The conditions under which the termination was carried out (i.e. with sensitivity for the employee and their family).

8.8.1 Amount of a Settlement: This policy does not include a formula for the calculation of a severance amount because every case is unique. Accordingly, the church must carefully consider the amount of settlement offers taking into account the impact the termination will have on the individual and dependents. Two tests should be applied to every settlement: First, is the amount of the settlement “fair” to both the employee and the organization. Second, does the settlement set the church up as an example of an organization that is fair in its treatment of employees.

8.8.2 The Personnel Committee may further consult with a qualified labor lawyer to ensure that the terms of the severance offer are consistent and in compliance with the Employment Standards Code.

9. Grievance

In a Christian community, efforts at settling disputes between Employer and employee must demonstrate an honest attempt to deal fairly and must also include a commitment to seek forgiveness where wrongs have been committed regardless of whether they were intentional or unintentional. Reconciliation and peaceful solutions to the disputes must always be the objective. The extent to which a period or process of remediation has been attempted, and the extent to which it has succeeded, will be factors considered at each stage of the grievance.

The following established grievance procedure gives the employee the right to appeal a decision of the Board.

9.1 Stage One: Any employee who has a grievance arising out of a relationship with the church, including termination, shall discuss the grievance with the Board Chair; where the griever is the Board Chair, the matter shall be discussed with the Executive with the Board Chair not in attendance.

9.2 Stage Two: Where the action in 9.1 does not resolve the grievance, the employee may present the grievance in writing to the Board. The Board in its turn shall consider the matter within 30 days, except where the grievance involves dismissal. Where the grievance involves dismissal the grievance shall be submitted to the board within 14 days of dismissal and it shall be considered by the board within a further 15 days, including a response to the griever.

- 9.3 Stage Three: Where the action in 9.2 does not resolve the grievance, the griever shall refer the matter to the Personnel Committee within 14 days of receiving the written decision of the board or within 14 days of the expiry of the 30 day time period if no written decision is forthcoming, except in cases of dismissal where the griever has seven days to submit the appeal. Personnel Committee members serving as members appointed-at-large shall serve as the Mediation Committee and shall meet within 14 days of the referral, except in cases of dismissal where the Committee shall meet in seven days.
- 9.3.1 The Mediation Committee shall endeavor to mediate a resolution to a grievance by giving all parties an opportunity to present their positions orally, in writing, or both. These statements shall describe the nature of the dispute, the issues involved, and the solution or remedy being sought. The Mediation Committee may request further information from the parties.
- 9.3.2 At its first meeting to review the matter, the Mediation Committee may delegate all or part of the mediation process to one or more of its members and may schedule additional separate or joint meetings with the parties involved.
- 9.3.3 The mediation process shall be limited to 21 days following the date of referral; however, if there is evidence of progress towards reconciliation, the Mediation Committee may make up to two seven-day extensions with the concurrence of both parties.
- 9.3.4 When mediation fails to resolve the grievance, or it is the opinion of the Mediation Committee that reconciliation cannot be achieved, the chair of the Personnel Committee shall so report to the Executive.
- 9.4 Stage Four: Following the report of the chair of the Personnel Committee, the Executive shall establish within seven days a Special Hearing Committee to adjudicate the grievance. It is understood that the Special Hearing Committee shall continue to seek reconciliation but where this is not possible, the Committee shall render a decision on the grievance within 21 days from the date of the conclusion of the hearing itself.
- 9.4.1 The Special Hearing Committee shall consist of three members including representatives of both genders, each of whom shall be a member of the Mennonite Brethren Church of Manitoba. Personal friends and /or relatives of either of the parties involved in the grievance and others with any conflict of interest, as well as any church employee or a member of any church committee are not eligible to be on this committee. Committee members shall be selected as follows: Each of the disputing parties shall select one member; the two so selected shall in turn select a third member from a list of candidates prepared by the Executive Committee to serve as chair.

- 9.4.2 The Special Hearing Committee shall determine the terms of reference within which it will perform its role in seeking to achieve reconciliation between the parties. Where reconciliation is not possible, it shall rule on the grievance. This ruling, given with the full authority of the Mennonite Brethren Church of Manitoba, shall be final, conclusive and binding.
- 9.4.3 The Personnel Committee, together with the Executive, shall carry out the decision of the Special Hearing Committee.
- 9.5 The grievor may, at any stage in the grievance procedure, ask for, and be accompanied by, an advocate to speak on his/her behalf or to provide advice and counsel.
- 9.6 Employees who appeal decisions leading to dismissal will not continue on salary.
- 9.7 Layoff notices may not be grieved by employees when such notices are given in accordance with section 8.5.

Schedule “C” My Pastoral Covenant

Because I believe God has called me to ministry in this church, I hereby promise this congregation and its leadership, and my colleagues in ministry, with God’s help...

In my personal life: ... Intentionally to exercise care for my relationship with God (through spiritual disciplines), for my physical health (appropriate rest, exercise, diet), for my relationships with friends (relaxation, transparency, accountability), and to pursue purity in my thoughts, words and behaviour.

In my relationship to my family: ... If married, to love my spouse faithfully in thought, word and deed, and to love our children, nurturing them in God’s ways, providing regular time for them.

In my relationship to finances: ... Gratefully to receive my compensation for ministry, sensitively discussing concerns with those responsible for establishing it; to offer pastoral ministries to individuals without showing favouritism; to give proportionately to the church; and to live as a good steward of all I have, being an example for family and church, paying bills promptly without seeking personal favours because I am a pastor.

In my relationship to ministry: ... To reflect the beauty and dignity of Jesus Christ in relationship to others in the church and community; to give my energies fully to the congregation, accepting additional responsibilities only with the consent of its leadership; to maintain confidentiality, except where this might endanger the welfare of others; and to speak truthfully with conviction and love, free of bitterness and spite.

In relationship to the congregation: ... To help lead this church to achieve the calling God has for it; to help people discover their spiritual gifts and equipping them for ministry; regularly to seek the help of others in evaluating my ministry, being open to suggestions and counsel; and to respond with integrity to requests for ministry elsewhere.

In relationship to my colleagues: ... To speak well of my colleagues, seeking to enhance their reputation and ministry; and to relate with humility and integrity to my successors in pastoral ministry, engaging in ministry functions in my former place of ministry only with my successor’s approval.

In relationship to my denomination: ... To model and teach the Confession of Faith of the Mennonite Brethren; to lead this church in support of Mennonite Brethren ministries; and to support the leadership of the Mennonite Brethren to enhance our service for Christ. If I find myself no longer able to agree with the Mennonite Brethren Confession of Faith and/or Conference policies, I will seek the counsel of the provincial conference minister and the Board of Faith and Life regarding my continued service.

In relationship to my resignation: ... When my ministry comes to an end for any reason, I will not enter into another ministry in the same geographic area that will jeopardize or threaten the ministry of my former congregation. The appropriateness of future ministry in that area will be determined in conversation with the congregation and the provincial Faith and Life Committee.

On Behalf of the Congregation

Employee Signature

Date

Schedule "D" Ministry Expectation Agreement

a) The Church's expectations of its Pastor

- Competency in ministry through well-prepared sermons, regular visitation, pastoral care,
- Administrative / organizational leadership, and the improvement of pastoral skills through continued study.
- Availability by publishing contact information for both on and off the church field
- Leadership in worship services, evangelistic outreach efforts, the Christian education program, and church administration (in cooperation with the church's leaders).
- Loyalty to the beliefs of the Mennonite Brethren Church of Manitoba demonstrated by attendance at denominational meetings
- Participation in civic and community affairs and cooperation with compatible area interdenominational endeavors.

b) The Pastor's expectations of the Church

- Trust him as a person of integrity dedicated to the work of the ministry and as a competent professional who can manage his time wisely
- Support him as a leader by faithful stewardship in attending, giving, and serving in the church along with recognition when his work is well done
- Consult with him before decisions are made so that the church can benefit from his training and experience and so that the work of the church can be effectively coordinated.
- Concern for him and his family as evidenced in part by proper upkeep of the parsonage or by an annual review of the housing allowance arrangement.
- Authority for him to approve or disapprove the coming of other ministers and religious groups to the church and to supervise all paid employees of the church.

c) The Church's obligation to its Pastor

- To provide adequate compensation for him and his family.
- To pay reasonable moving expenses for a new pastor.
- To respect the office of pastor and to support his ministry for as long as he holds that office to which the church, and ultimately God, has called him.
- To guarantee the freedom of the pulpit so that the pastor can preach his convictions in his own manner and style as the Spirit of God leads him.
- To allow the pastor to be himself and to not place unreasonable expectations on his family.
- To support the pastor financially to the best of its ability as an evidence of its care and concern for his welfare
- To have a Pastor-Church Relations Committee or Personnel Committee to work with the pastor in keeping its covenant up to date, abiding by the guidelines adapted for the relationship, reviewing compensation and time arrangements, arranging for mutual evaluation sessions, handling criticisms of the pastor and hearing his complaints, helping with staff difficulties, and dealing with any problems that may arise.
- To regularly conduct a review of the pastor. Refer to the sample in Appendix to help clarify the expectations of the pastor

- To resolve disputes following biblical principles (Matthew 18:15-22) and church guidelines.
- If unable to do so without outside help, to contact the Conference Pastor for assistance in identifying issues and seeking reconciliation.
- To have a conflict resolution process in place or, develop one if one does not exist.

d) The Pastor's obligation to the Church

- To fulfill the duties of the office of pastor as a servant rather than a ruler who always knows what is best.
- To seek to meet the spiritual needs of his people through biblical preaching and teaching and to refrain from proclaiming his own opinions as God's Word.
- To meet the reasonable expectations of the congregation for him as its pastor while living his life as he believes God would have him to do.
- To manage his life with integrity so as not to bring reproach upon the church.
- To accept the church as an imperfect organization composed of imperfect people who must be loved and forgiven, to work with elected leaders of the church, and to try to be the pastor of all the people in the church.
- To acknowledge that constructive criticism can be helpful and to accept it and learn from it.
- To recognize the need for outside help when his role as pastor is endangered and to avoid actions that would harm the church.
- To provide leadership, vision and direction for reaching a lost world for Christ.

Some Additional Ministry Expectations for a Pastor might be:

Faith Affirmations

- Is committed to the mission of the Church
- Give evidence that he/she loves the Lord with all their heart, soul and mind.
- Believe that the Word of God is central.
- Is a clearly articulated person and theological position that is congruent with the Confession of Faith of the Mennonite Brethren denomination.

Church/Denominational Loyalty

- Is committed to actively participating in the denomination, locally, provincially and nationally.
- Is committed to communicating to the church body, the work and ministries of the denomination and actively encouraging participation at all levels.
- Keeps informed about the issues and concerns facing the local church, the provincial denomination and the national denomination.
- Is familiar with the associated ministries of the denomination such as the work of MBMSI, MBBS and MCC and seeks to actively promote those ministries in the church.
- Is familiar with the publications and resources of the MB denomination, both provincially and nationally.
- Is committed to the building up of the whole people of God as well as being prepared to lead the church as a body of believers to fulfill its mission, values and vision to reach the lost world for Christ.

Knowledge and Skills

- Some study of the Bible through formal training (Bible School, Seminary, Christian University)
- Has a thorough knowledge of scripture and can give evidence of that acquired knowledge in:
 - The Bible
 - The MB Confession of Faith
 - Biblical interpretation
 - Christian ethics
 - Church history
 - Contemporary culture
- Has acquired skill in
 - Listening and communicating
 - Pastoral care
 - Preaching and worship leading

Personal Qualities

- Is able to acknowledge own limitation, understanding strengths and weaknesses
- Is accepting of diversity
- Is adaptable
- Has capacity for growth and development

- Is courageous
- Has empathy
- Has integrity
- Lives a Christian lifestyle
- Is mature
- Has an open and affirming style of relating to person and ideas.
- Is resourceful
- Has a sense of proportion
- Has a sense of responsibility
- Has vision.

Schedule “E” Benefits Plan

Insurance coverage of the Canadian Conference of Mennonite Brethren Churches is currently held with Great West Life.

Group Insurance

Coverage

Life Insurance	Higher of 4x annual salary or \$50,000
Accidental Death or Dismemberment (AD&D)	Higher of 4x annual salary or \$50,000
Long Term Disability (LTD)	66.7% of the first \$6,000/month, non-taxable
Dependent Life	\$10,000 spouse, \$5,000 dependent children

Extended Health and Dental Plan Highlights

The plan carries 80% coverage for basic and major dental work (to a maximum of \$1,500/year/person), 70% of major restorative services and 50% for orthodontics (maximum \$2,500/lifetime).

The Extended Health Plan covers 100% of prescriptions (excluding dispensing fees), out of country emergency, and 80% for professional paramedical services maximum (\$400s/practitioner) including chiropractic, massage therapy, naturopath, acupuncture and physiotherapy.

Vision Care (i.e. eye glasses / contact lenses) to a maximum of \$300 for every 24 months for every individual insured. In addition to this, one eye exam per year is covered.

The above benefits are one package and cannot be separated unless alternate coverage for health and/or dental is carried by a spouse.

Group Insurance benefits start three months following an employee’s date of hire.

Pension

- The pension plan of the Canadian Conference of M.B. Churches is held with Canadian Western Trust.
- The pension plan is a cash purchase plan, totally funded during employment. Benefits vary according to the number of years of contributions and earning of investments.
- Pension premiums are calculated at 5% of gross earnings (**including** housing allowance and **excluding** car allowance). This amount is matched by the Employer.
- Vesting rights (ownership of funds) are 100%. Pension may begin as early as age 55, subject to retirement.

Any or all elements of the Benefits Plan are subject to change.

Schedule “F” Job Description

Title: Lead Pastor

Purpose: The Lead Pastor provides the overall biblical, theological and spiritual leadership to the congregation. The Lead Pastor works with the Leadership Team to provide cultural and organizational leadership to help the congregation achieve its vision, mission and values.

Duties and Responsibilities:

1. Leadership

- a. Spiritual Leadership – by personal example and teaching, the Lead Pastor leads the congregation into a Spirit-filled life in Christ to which followers of Jesus aspire
- b. Organizational Leadership – the Lead Pastor champions the mission and vision of the church. Together with the Leadership Team, the Lead Pastor models and develops a healthy and life-giving culture within the congregation and expresses the values of Christ’s kingdom.
- c. Staff Leadership – helps create a culture in which the ministry team is built up and individuals are equipped for their ministry tasks. Oversee ministry staff and hold leaders accountable for the implementation of agreed-upon goals.
- d. Community Leadership – serve the Mennonite Brethren denomination and broader community (in ways agreed upon by the church) to serve the purposes of Christ’s kingdom.
- e. Leadership Development- work with all staff /leaders to promote and encourage team building and mentoring relationships in raising up a new generation of leaders.

2. Administration

- a. Lead and coordinate the work of the staff team
- b. Carry general responsibility for the operations of the church office
- c. Implement policies and procedures authorized by the church
- d. Ensure positive and healthy coordination among the ministries of the church
- e. As an ex-officio member of all church committees, offer assistance and guidance as necessary

3. Preaching/Teaching

- a. Responsible to plan and oversee the preaching/teaching ministry of the church, carrying a personal preaching load of 50-60%
- b. Create and/or arrange for teaching opportunities that will resource and equip the congregation for service
- c. Oversee the instruction and preparation for baptism and/or church membership

4. Mission & Outreach

- a. Articulate and promote the ministry and mission of the church that moves the congregation from the pew into the world
- b. Together with the Leadership Team, incarnate the Good News of Jesus Christ in the church and in the world.

5. Pastoral Care

- a. Together with the Pastor of Adult Discipleship, participate in the caring ministry of the church – in particular, crisis care
- b. Exercise a ministry of “walking alongside”, encouraging and caring for congregants
- c. Officiate at funerals and weddings as requested

Ministry Activities:

- Develop and articulate a clear vision for this ministry
- Participate as a member of the Executive Committee
- Participate on the Leadership Team
- Lead the teaching and preaching team of the congregation

Key Relationships:

- The Lead Pastor shall be responsible to the Church through the Leadership Team and the Human Resources Committee
- Participate as a member of the Executive Committee
- Participate on the Leadership Team
- A member of the Pastoral Advisory Committee shall relate to the Lead Pastor, serving as a support, a resource and an advocate in his ministry

Personal/Self-Care

Model and pursue a health self-care through consistent spiritual practices of prayer, reading, theological reflection, rest and professional development opportunities.

Qualifications:

- **Character**
 - Passion for Christ, His kingdom, His church, His People and those without Jesus
 - Servant Leadership
 - Spiritual Maturity
 - Team player
- **Spiritual Gifts**
 - Teaching and preaching
 - Leadership
 - Administration
 - Pastoral Care (shepherding)
 - Discipleship training/mentoring
- **Education and Experience**
 - Masters Degree of Divinity
 - Minimum of 3 years experience in an urban, multi-staff position requiring managerial experience
- **Pastoral Call**
 - Able to verbalize a God-given calling to vocational Christian ministry and articulate a theology/philosophy of ministry that shapes their pastoral engagement
- **Church Membership**
 - Able and willing, together with his/her spouse (if applicable), to become a member of **[name of your church]** and to support its mission and vision for ministry
- **Credentialing**
 - must be ordained or credentialed (or be eligible) by the Canadian Conference of Mennonite Brethren Churches. A Lead pastor credentialed in another denomination shall complete the Mennonite Brethren credentialing requirements within the first year of ministry at **[name of your church]**

Schedule “G” Guidelines for Sabbatical Study Leave

Introduction

Increasingly congregations are developing their own sabbatical policies for their pastor(s). This policy provides guidelines for sabbatical study leaves recommended for use by local MB congregations with respect to their pastoral staff.

Rationale

While a sabbatical study leave is not common in most professions, there is increasing awareness of the validity for planned sabbatical study leaves for pastors.

The pastoral vocation of individual pastors should be viewed from a larger perspective than individual churches. A sabbatical study leave can encourage longevity of ministry not only in the local church but also in the conference.

Effective pastoring calls for continued renewal of one’s mind and spirit, as well as of one’s physical body and family relationships. It is difficult to keep renewed for effective and inspiring leadership while continually being on call for ministry.

Sabbatical study leaves can also be a good experience for the local church and for the Conference. They can bring new gifts to the surface not only in the pastor but also in individuals from the local church as they volunteer during a sabbatical leave.

Guidelines for Sabbatical Study Leave

- 1) Sabbatical study leaves are not granted automatically, but shall be evaluated, approved and administered by the local church.
- 2) The pastor will be eligible for a sabbatical study leave after five (5) consecutive years of service in the same local church. The length of the sabbatical shall be four (4) months.
- 3) Proposals for sabbatical study leaves shall be presented by the pastor to the local church and should include the following:
 - a) Personal objectives and program objectives A description of the major elements of the study leave
 - b) Proposed beginning date and end date
 - c) Suggestions of how current job responsibilities will be handled during the leave
 - d) A description of any anticipated budgetary implications
 - e) This proposal should be submitted six (6) months prior to the date of the proposed sabbatical study leave.
- 4) A pastor shall continue to receive normal compensation and benefits during the period of the sabbatical leave.
- 5) Upon the pastor’s return, the pastor will serve in his/her own church for a minimum period of one year. Pastors failing to complete this minimum requirement are required to pay back half of the salary received during the sabbatical study leave and forfeit any accumulated severance benefits.

Appendix 5.2 Ministry Credentialing / Ordination

“[Christ] is the one who gave these gifts to the church: the apostles, the prophets, the evangelists, and the pastors and teachers. Their responsibility is to do his work and build up the church, the body of Christ.”
Ephesians 4:11, 12 NLT

Pastoral ministry is a wonderful and important calling in the church. The local church and denominational leadership together have a role in discerning and affirming the call of God to ministry. The following process describes how pastors are credentialed for pastoral ministry within the Mennonite Brethren Church of Manitoba. This credentialing/ordination process has been adopted by the Canadian Conference of Mennonite Brethren Churches and is recognized throughout Canada.

The credentialing process in Manitoba is directed by the Board of Faith and Life and the Conference Pastor.

Pastors applying for Ministry Credentialing, Ordination or Registration to Solemnize Marriages must send their completed application form along with all required documents to the Manitoba Conference office, attn. Conference Pastor

A face to face interview with members of the Faith and Life Committee will be scheduled once all the documents have been completed. If at all possible, the pastor's spouse and the church moderator should be present at the interview.

Arrangements for Conference involvement in church commissioning/ordination services can be made with the Conference Pastor.

A Pastor will remain on the Manitoba Conference list for 6 months after leaving Pastoral Ministry.

Once a year the Churches will be asked for an updated list of who is credentialed to perform marriages.

Appendix 5.3 Ministry Credentialing/Ordination Questionnaire for Pastors

The current Employment Agreement developed by the MBCM Personnel Committee requires senior pastoral staff be credentialed (see Expectations of Ministry paragraph (a)). An edited version of the questionnaire is included below. As part of the interview process, candidates should be review the credentialing expectations and indicate a willingness to enter the credentialing process at a later date agreed upon with the church. Alternatively, the candidate may elect to self-disqualify for further consideration as a candidate. The candidate will also be asked to submit a Criminal Record Check if it has not already been requested by the church.

Preamble

1. The space provided for your response will automatically expand when using the electronic version of this questionnaire. For questions that ask for brief discussion, try to find a balance between offering one-sentence responses that may in some cases be too simplistic, and writing an extended theological treatise. It is helpful to highlight your responses in either *italics* or **bold** print.
2. Privacy Act Compliance: The information requested in this questionnaire will be used only by those leaders within the Mennonite Brethren Conference who have been designated to determine your suitability for ministry within the Conference. Information from the application will not be shared without your permission. The application will be kept by your provincial conference office in a safe and secure location for as long as you are serving with the Mennonite Brethren Conference, after which all records will be destroyed. Any concerns about the privacy of personal information may be directed to the Mennonite Brethren Conference's privacy officer.

I. BIOGRAPHICAL AND PERSONAL INFORMATION

1. Date of Birth: Place of Birth and Citizenship:
2. Marital Status: single or married Date of Marriage (if applicable):
3. Spouse's full name (if applicable):
4. Have you been divorced? If yes, explain briefly the circumstances.
5. Date of believer's baptism:
6. Which church baptized you?
7. Children (list the name, age and vocation of each)
8. Health
 - A. Are there any reasons why your ministry duties might be limited due to physical limitations of disabilities?

If so, explain.

B. Have you ever been treated for prolonged physical or emotional disorders?

C. Are you taking any medication on a regular basis? If yes, explain.

9. If married, please discuss below how your vocational choice affects your spouse/family:

A. Describe the relationship between your own and your spouse's vocational/ministry aspirations.

B. How will a move from your present location impact your spouse/family?

C. What role does your spouse intend to have in your ministry?

II. SPIRITUAL AUTOBIOGRAPHY

Please write a short spiritual autobiography. Identify the influences and circumstances that prompted you to make a decision to become a Christian. What is the biblical basis upon which you claim salvation? Share how God has led you along in your spiritual pilgrimage: what have been some of the most important decisions and experiences in your Christian life? How is God working in your life now?

III. EDUCATION AND PROFESSIONAL EXPERIENCE

1. Post-secondary education: List school, degrees and year obtained

2. List experience in churches and ministries (e.g., missionary service, chaplaincy, etc.) giving length of service and position. If part-time, indicate.

3. List any employment experience that has contributed to your preparation for a professional ministry role.

4. List any denominational, community and other activities or organizations in which you have participated in recent years or in which you are still participating.

5. Comment briefly about the cultures (rural/suburban/ethnic/national, etc.) in which you work best?

IV. MINISTRY EXPERIENCE AND EVALUATION

1. Which spiritual gifts have been affirmed in your life/ministry?

2. Describe how these gifts have been operative in your life/ministry.
3. Describe how you have experienced the call of God to pastoral ministry. How has this call been recognized and affirmed by others?
4. What do you perceive the essential work of a pastor to be?
5. How do you understand ordination for ministry?
6. How do you lead people to passionately follow Jesus Christ?
7. How have you demonstrated a life of faith in a secular environment?
8. What does it mean to you, as pastor, to give leadership in the church?
9. What is your philosophy of team relationships in leadership?
10. What role does the congregation have in decision-making?
11. How do you relate to church boards and others in authority?
12. What are three things that bring you the greatest joy in ministry?
13. What are three things that drain you in ministry?
14. What do you like about serving in the Mennonite Brethren denomination? Any concerns?

V. PERSONAL EXPERIENCE AND DEVELOPMENT

Please comment briefly on the following items:

1. Discuss your relationship with God at present. What is your usual practice of drawing close to God?
2. Describe your program for continuing education (include professional conferences, seminars, etc.).
3. List periodicals that you read regularly for your enrichment.
4. Identify and describe briefly the three most significant books you have read within the past year.
5. Have you published any books, articles for professional journals, newspapers, etc? If so, list.
6. How do you discern God's direction in your life?
7. What do you do to maintain your physical and emotional wellbeing?

8. What do you consider to be your greatest personal strength?
9. What do you consider to be your greatest personal weakness?
10. Discuss some of your personal goals and plans for the future? (Dream a little)
11. Do you have any unresolved conflict(s) or tension(s) in your life that could adversely affect your ministry? If yes, explain.
12. Pastors frequently acquire information that others do not have. Discuss how you (and if applicable, your spouse) handle information that is confidential.
13. Can it be assumed that you are free from addictions to any habit-forming substances (e.g., alcohol, tobacco, prescription drugs, etc.) and habitual sins (pornography, gambling, etc.)?
14. Colossians 3:12-17 discusses the qualities with which we are to clothe ourselves, as God's chosen people. Discuss how you are demonstrating them in your life (showing kindness, compassion, patience, gentleness, and humility); how you are forgiving those who wrong you; how you are letting the peace of God rule your heart.
15. Is there anything in your past about which you have not been asked in this questionnaire that could become a problem for you in your ministry and that leaders in the Mennonite Brethren Conference should know about?

VI. BIBLICAL – THEOLOGICAL AFFIRMATIONS

Please answer each question and where appropriate **offer some scriptural support** for your views. Try to find a balance between offering one-sentence responses that may in some cases be too simplistic, and writing an extended theological treatise.

1. Explain briefly your basis for affirming the Bible as the infallible word of God and the authoritative guide for faith and practice.
2. Describe briefly how affirming the Bible as authoritative impacts your life and ministry.
3. Discuss briefly your view regarding the work of God in creation and in redemption.
4. Discuss briefly your view of Christ in His incarnation, deity, death, resurrection, and final triumph.
5. Discuss briefly your understanding of the work of the Holy Spirit in relation to the unbeliever, the believer, gifts to the church and fruits of the Spirit.

6. Discuss briefly your understanding of the creation of humanity, the fall of humanity into sin and the consequences of human rebellion against God.
7. Discuss briefly the meaning of redemption, conversion, the relationship of justification to sanctification and God's grace to human responsibility.
8. Discuss briefly your understanding of the nature and mission of the church.
9. Discuss briefly the ordinances of baptism and communion, and the practices of church membership and discipline.
10. Discuss briefly your view of biblical love, and what it means to oppose violence and act as peacemakers.
11. Discuss briefly your view of the unseen spiritual world (i.e., angels, demons, Satan).

Discuss briefly the second coming of Christ, resurrection, judgment, and eternal state.

VII. CURRENT THEOLOGICAL ISSUES

Please answer each question and where appropriate **offer some scriptural support** for your views. Try to find a balance between offering one-sentence responses that may in some cases be too simplistic, and writing an extended theological treatise.

1. Discuss briefly your biblical understanding of marriage, singleness and family. Include mention of your view on the biblical teaching of divorce and remarriage.
 2. What is your understanding of the practice of the 'controversial' spiritual gifts in the life of the church?
 3. What is your response to the current controversy surrounding worship?
 4. How do you talk about the uniqueness of Jesus Christ as the only way to salvation in a pluralistic society?
 5. Discuss briefly your biblical understanding of men and women in church leadership roles and ministry involvements?
 6. Discuss your theology and practice of financial management as well as your theology and practice of work and rest.
 7. Which other current critical issues in the world do you think the church should be responding to? In what ways could the church respond?
 8. Please identify the sources, if any that were used for the completion of the two theological sections.
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VIII. READING ASSIGNMENTS

Read the two books identified below and write a short response and evaluation of approximately 250 words for each book. Individuals who have taken an Anabaptist/Mennonite history/theology course from a Mennonite Brethren school may ask for exemption from reading and reviewing *Family Matters*.

1. *Confession of Faith: Commentary & Pastoral Application* (Kindred Productions, 2000).
 2. *Family Matters: Discovering the Mennonite Brethren* by Lynn Jost and Connie Faber (Kindred Productions, 2002).
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IX. REFERENCES

List the names, addresses and contact information of three individuals who will send letters of reference on your behalf, with at least one having recently served as a leader in the church

X. MENNONITE BRETHREN CONFERENCE COVENANT

1. Will you seek to live in mutuality and harmony with fellow workers in the Conference and at all times seek to maintain a high standard of ethics in these relationships?
2. Will you actively seek to support and promote the programs and ministries of the Mennonite Brethren Conference?
3. Are you willing to participate in the Manitoba Conference and be accountable to the Faith and Life Committee?
4. Do you wholeheartedly subscribe to the Mennonite Brethren Confession of Faith in all its aspects?
5. Do you have any questions or additional comments about the Mennonite Brethren Confession of Faith or the Mennonite Brethren Conference? Are there questions that you wished would have been asked, but were not?

Signature

Date

Appendix 5.4 Church Salary Grid Guidelines

Effective January 1, 2011

1. **Pastoral and program staff salaries** are composed of a base salary as outlined in (2) plus supplements as outlined in (3) and (4). Congregations determine where incoming pastors and program staff are placed on the grid.

2. **Base Salary Grid:** [Base = \$40,322; this is an increase of 3.83% over the 2010 base salary]

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
A)			44,193	46,128	48,063	50,000	51,934	53,870	55,805	57,741	n/a
B)	40,322	42,257	44,193	46,128	48,063	50,000	51,934	53,870	n/a	n/a	n/a

Line A = Lead Pastors **Line B = Other Pastoral and Program Staff**

- 2.1 Each step after an additional year of experience.
- 2.2 A Lead Pastor beginning in a church should begin at not less than Step 3 unless the Church Board decides otherwise.
- 2.3 Other Pastors beginning in a church should begin at not less than Step 1 unless the Church Board decides otherwise.
- 2.4 Consideration should be given to years of pastoral experience.

3. Membership Size Supplement:

	<u>Lead Pastor</u>	<u>Other Pastors and Program Staff</u>
When membership less than 100	Base Salary	Base Salary
When membership from 100 to 199	+5% of base (\$2,016)	+ 3% of base (\$1,210)
When membership from 200 to 299	+ 10% of base (\$4,032)	+ 6% of base (\$2,419)
When membership from 300 and up	+ 15% of base (\$6,048)	+ 9% of base (\$3,629)

4. Education Supplement:

Bachelor's degree or equivalent: (2) plus (3) only
 Master's degree or equivalent: (2) plus (3) plus 8% of base: (\$3,226)
 Doctorate: (2) plus (3) plus 11% of base: (\$4,435)

Administrative Support Salary Grid

	Entry	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
Secretary/Receptionist	26,833	27,901	29,240	30,579	31,919	33,258	34,597	35,936	n/a
Office Administration		29,575	30,995	32,414	33,834	35,253	36,673	38,093	n/a
Administration/Accounting		31,250	32,750	34,250	35,750	37,250	38,750	40,250	n/a

Each step represents one year full-time employment or equivalent.
 Base = S/R Step 1 = \$27,901. This is an increase of 3.83% over the 2010 base.