

PASTORAL OVERSIGHT COMMISSION HANDBOOK

Purpose:

Appoint qualified pastors for effective ministry and continuing harmony in all of our churches, and stand ready to be of assistance and/or deal with the concerns of any pastor or congregation.

THE PASTORAL OVERSIGHT COMMISSION

GENERAL PROGRAM

I. THE PURPOSE OF THIS COMMISSION

1. The Biblical Foundation, Titus 1:5 (NIV):
“The reason I left you in Crete was that you might straighten out what was left unfinished and appoint elders in every town, as I directed you.”
2. The Statement of Purpose:
Appoint qualified pastors for effective ministry and continuing harmony in all of our churches, and stand ready to be of assistance and/or deal with the concerns of any pastor or congregation.

II. BOUNDARIES

1. This Commission exercises the authority given it by the Conference to change the alignment of boundaries among churches, and when and where deemed advisable such changes may be made.
2. This Commission encourages smaller congregations to consider consolidating with neighboring congregations for a more effective and economical ministry.
3. This Commission holds to the goals of decreasing multiple appointments as rapidly as possible and achieving self-supporting stations.

III. VACANCIES

This Commission shall provide the Pulpit Search Committee or Church Council a "Pastoral Vacancy Packet" when a pastoral vacancy occurs.

Procedures to be followed when a pastoral vacancy occurs:

1. This Commission shall make all arrangements for filling of vacancies and assisting with pulpit supplies for the interim. At no time shall a congregation, any representative, or a pastor, work independent of this Commission.
2. A preliminary meeting with the Pulpit Committee or Church Council shall be established with this Commission or its representative(s).
3. The Pulpit Committee or Church Council shall present to this Commission a completed "Church Profile Questionnaire for the Preparation of a New Pastor", before the Commission seeks a pastoral candidate. See Supplemental Material.
4. Churches or circuits shall give consideration to pastors in the following order:
First, pastors presently on the roster of this Conference;
Second, pastors approved by the Ministerial Training & Ordination Commission from the General Conference or Winebrenner Seminary;
Last, pastors approved by the Ministerial Training & Ordination Commission from another denomination.
5. The Search Committee of the Church or Circuit may receive several applications, however only one (1) candidate at a time may be presented to the congregation. If the decision for the first candidate is unfavorable then, and only then, may a second candidate be presented, etc. (refer to Pastoral Search Process). Some reasons for considering one candidate at a time are:

- a. The decision is to be based upon an individual candidate's own merits and gifts. God gives each pastor, and believers, different Spiritual Gifts to do the type of ministry He calls them to do (Romans 12:3-8, I Cor. 12:4-7). Every pastor does not have the same gifts nor the same type of ministry; neither does every church have the same type of ministry. Therefore, a church in seeking God's person for their pastor must compare the candidate's gifts and type of ministry with the ones needed for their church, rather than comparing candidates. One candidate is considered at a time and both the church and that candidate prayerfully determine if the candidate's gifts are the ones God intended for that particular church at that point in time. It is not a matter of who would be best or more popular from a human perspective, but rather from God's perspective who can He use best.
 - b. It gives opportunity for a unanimous vote for a candidate. Otherwise, a vote for two or more candidates at the same time can only be based on a simple majority.
 - c. The Allegheny Region Conference pastors have agreed they are not in competition with each other and if they learn a Conference church is considering them along with one or more other pastors at the same time for a pastoral vacancy, they will withdraw their name as a candidate for the present time.
- 6. Potential pastoral candidates holding Ordination from the Churches of God, General Conference, shall be screened by this Commission as to their interest, eligibility, and availability for the vacancy.
 - 7. All potential candidates just starting in the pastoral ministry and from other denominations must be approved by the Ministerial Training & Ordination Commission before being considered to fill any vacancy.
 - 8. Once a Conference approved pastoral applicant is selected an interview is scheduled between the candidate and the Pulpit Committee or Church Council. (See "Interview with a Pastoral Candidate", Supplemental Material). A trial sermon and a fellowship dinner may be scheduled for the same weekend or at a later date.
 - 9. The church or circuit shall allow at least one (1) week after the trial sermon and/or interview before voting on the candidate. This is to allow time for individual and group prayer to seek God's will before a decision of this magnitude is made.
 - 10. Upon a favorable vote of the Congregation and/or Church Council and a favorable response from the candidate:
 - a. The Church Council will notify this Commission for appointment.
 - b. An Agreement between the Congregation and the new pastor in regards to profile expectation, salary and benefits will be approved before the appointment is made by this Commission.

IV. ASSOCIATE PASTORS AND SALARIED STAFF

- 1. Associate Pastors (Full time or part time pastoral staff in addition to the Senior Pastor):
 - a. Churches seeking an Associate Pastor must follow the same procedures established for acquiring a Pastor with the following additions:
 - (1) The church shall provide the Pastoral Oversight Commission a Position Description for the Associate Pastor along with the Church Profile.
 - (2) The Commission shall give the name and information of a candidate to the Senior Pastor who may or may not recommend the same to the Pulpit/Search Committee.
 - b. A pastor from outside the Allegheny Region Conference applying for an Associate Pastor position shall meet all the requirements and regulations of any other pastor entering the Conference.

- c. The church may indicate the area in which the Associate Pastor is responsible for by naming the position Associate Pastor in _____ (Christian Education, Evangelism and Church growth, etc.).
 - d. When a Senior Pastor submits his/her resignation from a church where there is an Associate Pastor(s), the Associate Pastor(s) should prepare his/her resignation with an effective date to correspond to the hiring of a new Senior Pastor. The new Senior Pastor may, upon approval of local church board, recommend the Associate be retained.
 - (1) The Associate and new Pastor should meet to discuss any changes the new Pastor may be considering for the Associates job description.
 - e. The Associate Pastor may apply to the Pastoral Oversight Commission for the Senior Pastor position, but must enact his/her resignation. Should the Associate Pastor not be hired as the Senior Pastor, he/she may not continue as Associate Pastor beyond that time.
 - f. No church shall seek an Associate Pastor for a new or a vacant position until the Senior Pastor has been in position a minimum of 60 days. This is to give the new Senior Pastor an opportunity to evaluate and help formulate an Associate Pastor Position Description that will enhance the total ministry of the church.
 - g. The Minimum Base Salary for an Associate Pastor shall be proportionate to the Senior Pastor. The benefits for a full time Associate Pastor shall be the same as any other pastor (see salary guidelines).
2. Salaried Staff (Full time or part time paid staff persons which may include but not be limited to a Christian Education Director, Youth Director, Evangelism, Church Growth, etc.):
- a. Properly credentialed pastors in a salaried staff position shall be an Associate Pastor and adhere to the policies noted above.
 - b. Lay persons in a salaried staff position shall be employed by the local church and do not need Conference approval. The Allegheny Region Conference recommends the following conditions for lay staff:
 - (1) Their belief system shall be compatible with We Believe.
 - (2) They shall agree to abide by the polity of the Churches of God, General Conference.
 - c. A lay salaried staff person who desires to become a Pastor or an Associate Pastor shall meet the requirements for ministerial credentials and adhere to established policies and procedures of this Conference.

V. EMPLOYMENT

- 1. This Commission will continue its endeavor to employ qualified ministerial personnel in our Conference. It is our goal that all churches be supplied with a full-time pastor.
- 2. This Commission will cooperate wholeheartedly with the Ministerial Training & Ordination Commission in the recruitment of qualified ministerial personnel for employment. (See Ministerial Candidates Interview & Placement Process in this section)
- 3. This Commission supports the policy that no pastor assigned to a full-time pastorate and receiving at least the minimum salary set forth by this commission should engage in secular employment. Where such a need exists, permission is to be secured from the local church council(s) and this Commission before engaging in outside employment.
- 4. Pastors who are engaged in a tent making (bi-vocational) ministry must be sensitive to the spiritual guidance entrusted to them, keeping their call to ministry a priority over secular employment.

VI. PASTOR'S TIME

1. The pastor shall be entitled to vacation each year according to the cumulative years of pastoral or church related service. All pastors automatically receive a minimum of two (2) weeks' vacation encompassing two (2) Sundays. After five (5) years cumulative service, pastors shall receive a minimum of three (3) weeks' vacation encompassing three (3) Sundays. After ten (10) years cumulative service, pastors shall receive a minimum of four (4) weeks' vacation encompassing four (4) Sundays. The local church will continue the pastor's full salary while on vacation and compensate the supply pastor(s) during vacation Sundays. Time spent at Retreats, Ritz Lectures and at Church Camp are not to be included as vacation time.
2. This Commission recommends that all Pastors (whether full-time or part-time) attend Rallies, the Pastors-Day-Apart, the Annual Retreat, meetings with the Director, and when possible the Ritz Lectures at Winebrenner Seminary.
3. This Commission recommends that a pastor be permitted to serve as an Evangelist after permission is secured from his/her local church council(s) but the time spent in this area is not to exceed two weeks per year.
4. We encourage pastors to consider involvement with local ecumenical and ministerial groups as they feel led. This should be done under advisement of their local church board as a resource to further enhance local ministry of the church.
5. We encourage pastors to diligently pursue personal spiritual growth including attendance to POC and the Leadership Development Commission opportunities in order to help prevent spiritual burnout. Various resources (such as podcasts and retreats), program participation (such as Pulpit Swap and others), and continuing education courses may be suggested from time to time.

VII. PASTORAL BENEFITS

A description of Pastoral Benefits can be found in the Supplemental Material.

VIII. STUDENT INTERN PROGRAM

This Commission recommends the Student Intern Program whereby ministerial students are given practical experience in the pastorate by serving with a pastor in residence or supplying where there is a pastoral vacancy. For further details see "The Ministerial Training & Ordination Commission, Part I-General program.

IX. GOAL SETTING AND EVALUATION OF MINISTRY

The Pastoral Oversight Commission recommends that each church and pastor set short term and long term goals for their ministries, and evaluate those goals and their ministries on a regular basis. The Conference Director may be contacted for assistance and/or recommendations on how to accomplish the tasks of evaluation and goal setting.

PASTORAL OVERSIGHT COMMISSION

SUPPLEMENTAL MATERIAL

The Supplemental Material contains additional information pertaining to the Commission's area of responsibility. This material is changed only when it is deemed necessary. This additional information may be in the form of established guidelines and/or requirements for a particular program, report forms, evaluation forms, questionnaires or etc.

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PASTORAL BENEFITS

1. RESOLUTIONS FOR PARSONAGE AND HOUSING ALLOWANCE DESIGNATIONS:

The Commission recommends every church to adopt and include one of the following resolutions in the Church Council Minutes for their pastor(s). This must be done at the beginning of the pastor's assignment or in November or December for the coming year(s). The Designation cannot be made retroactive to cover expenses prior to the date the Designation was adopted.

1. Obtain the amount desired by the pastor to be declared a housing allowance.
2. Declare a housing allowance by action of the church council. An example would be to pass the following motion:

Resolved that of the total cash salary paid to Pastor _____ for the period _____ through December 31 _____, \$ _____ is for a housing allowance.

3. In future calendar years we suggest you declare the following motion during your December church council meeting for the coming year:

Resolved that _____ cash salary paid to Pastor _____ for the calendar year _____ and for all future years until modified, \$ _____ is for a housing allowance.

The church should review with the pastor each year if the amount should be changed and take action when necessary.

4. Confirm whether or not your state and local taxing authorities honor the clergy housing allowance. Many local taxing authorities do not.
5. Exclude the housing allowance from compensation when filing FORM-941.
6. Exclude the housing allowance from taxable wages on FORM W-2.
7. Note in box 14 of FORM W-2 that a clergy housing allowance was paid and the amount.

2. GENERAL CONFERENCE PENSION PROGRAM:

Authorized by the General Conference and managed by the General Conference Board of Pensions, the program offers opportunity for the church and pastor to work together in planning for adequate retirement income for retired pastors. This is achieved by an annual contribution of 12%, (8% by the church, 4% by the individual or 12% by the church, which is what the Allegheny Region Conference recommends). Complete details of the plan are available in the Pension Manual which can be secured from the General Conference Office. How to calculate and make payments is explained in this Manual, Section C.

3. ALLEGHENY REGION CONFERENCE LIFE, ACCIDENTAL DEATH AND DISMEMBERMENT INSURANCE PROGRAM:

All active full-time pastors and retired pastors (not spouses) on the Allegheny Region Conference roster are provided Group Term Life Insurance and Accidental Death and Dismemberment Insurance paid from Allegheny Region Conference Budget Funds and shall be administered by Regional Conference Administrative Council or its designated agent(s). For amounts of coverage and benefits refer to latest insurance manual available at the Allegheny Region Conference Office.

Any pastor who transfers from the Allegheny Region Conference and continues to be a full-time pastor may

continue the group coverage by sending the premiums to the Conference Office. This policy is for pastors only, thus any pastor who changes status to part-time or inactive will cause his/her group coverage to terminate the first day of the month following such change.

4. VISION AND DENTAL INSURANCE PROGRAM:

Participation in Vision and Dental Insurance Programs is available to all active, retired and unassigned ministers, minister's widows and employees of the Allegheny Region Conference. Premiums are paid by the church or the individual. Details of the complete plans and premium rates are available from the Conference Office.

MINISTERIAL CANDIDATES INTERVIEW & PLACEMENT PROCESS

This document will explain the process of approval for assignment in the Allegheny Region Conference. Local pastor search committees should also refer to pastor search guidelines.

- ◆ Contact/inquiry is made with conference office. This contact may be initiated by the minister or by the conference on behalf of a congregational search committee.
- ◆ Application packets will be sent from office to applicant.
All forms must be returned prior to interview.
- ◆ Confidential Background Screening:
Information obtained will be held confidential between the candidate and the Regional Director only. A background search shall be reported only as "positive", "specifications" or "negative" without detail. A negative report will disqualify. Applicants will be apprised of report(s) and permitted to respond prior to final opinion or recommendations to commission.

Upon receipt and positive review of application forms, recommendations and background screening, the candidate will be invited to the following interview process:

- ◆ Ministry Training & Ordination Commission (MTO) will:
 1. Review application and recommendations:
 2. Interview candidate for doctrinal integrity and ministry readiness;
 3. Make one of the following recommendations:
 - a. Not approved for service in our region.
 - b. Approve for ministry and refer to Pastoral Oversight for placement
 - (1) May be approved for credentials or approved with specifications.
- ◆ Pastoral Oversight Commission (POC) will:
 1. Receive recommendation of MTO and the screening/background report of Director.
 2. Work cooperatively with request of local congregation in the candidate process.
 3. Interview candidate and consider local church request for possible assignment.
 4. Review profiles of church ministry and pastoral candidate to verify ministry match.
- ◆ Mentoring Assignment:
 1. POC will assign a mentor to all newly assigned ministers, except for those enrolled in P.T.I.
 2. MTO will assign a mentor to all ministers enrolled in P.T.I.
 3. MTO will advise POC of any situations needing their attention.
- ◆ MTO and POC recommendations are subject to authority of Regional Ad. Council as ascribed by the Allegheny Region Conference Constitution and Bylaws.

PASTORAL SEARCH PROCESS FOR CHURCH

Phase I - Preparation: church board/council and/or elders

- Establish an intentional intercessory prayer base
- Identify search committee, course of action and application process
- Contact Conference Office for resource(s) and potential applicants/candidates

Phase II - Profile Development: search committee

- Establish communication with congregation and poll congregational needs
- Prepare church description/profile and pastor profile
- Develop action plan and possible time line
- Determine basic contract details of ministry expectations, salary, etc.
- Decide on vote process, percentage, etc. to call new pastor

Phase III - Information Gathering: search committee (confidentiality of all applicants must be kept)

- Begin receiving resumes/applications from the Regional Office
- Identify acceptable candidates as profile match
- Reduce to no more than 2 or 3 possible candidates to interview
- Be certain potential interviewees have conference approval

Phase IV - Interview and Selection: search committee (confidentiality of all applicants must be kept)

- Send additional church information if requested
- Invite applicants for personal interview with search committee
- Select one candidate from applicants interviewed. (This one candidate is the only applicant that will be introduced to a congregation)

Phase V - Candidate: search committee and congregation

- Set up time for introductory sermon(s)
- Notify congregation of date for introductory sermon(s)
- Distribute bio of candidate to membership at least 2 weeks before sermon
- Congregational vote
- Notify ARC of decision/result of congregational vote
- POC to appoint pastor
- ARC Ad. Council approve credential and appointment

Phase VI - Employment: church board/council

- Finalize agreement with council/board approval
- Set start date and sign contract
- Arrange for move and arrival of new pastor
- Prepare a transitional committee to help pastor acclimate to congregation and community
- Continue to pray for God's leader sent to you

CHURCH PROFILE IN PREPARATION FOR CALLING A NEW PASTOR

Please have the search committee or church council complete this form and return to the Pastoral Oversight Commission or the Director.

1 Contact Information	
Church:	
Address:	
Church Phone:	
Contact Person:	
Address:	
Phone:	
E-Mail:	

2 Membership	
Membership Roll:	
Ave. Worship Attendance:	
Ave. Sunday School/Small Group Attendance:	
Age Profile: (percent of congregation)	
0-11	25-40:
12-18:	41-65:
19-24:	66+:
Occupational Profile: (percent of congregation)	
Student:	Farmer/Rancher:
Business:	Labor:
Professional:	Retired:
Clerical:	Unemployed:
Educational Profile: (percent of congregation)	
In School:	High School Diploma/GED:
College:	Graduate School:

3 Organizational Life:	
Church Staff: (additional paid/volunteer staff positions)	
Budget: (Please attach a copy of the current budget)	
Church Publications: (list print publications)	
Web Presence: (list web site, facebook pages, twitter, etc)	

3 Organizational Life Continued:

Committees/Groups/Organizations: (Please indicate the groups which are part of your congregation)

[illegible]**Property Holdings:**

Parsonage	Yes	No	Address:
Parsonage Description: (ie, two story, brick, 4 bedroom, etc)			
Other: (rec fields, multi purpose building, pavilion, etc.)			

Mission Statement:

Vision Statement: (Please attach a copy of the church's vision statement)

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Current Goals: (what do you hope to accomplish in the next three years?)

4 Community

Community Population:

What are distinctive attributes of your community?

What are three or four areas of concern in your community that the church is or desires to address?

Have there been any significant events in the life of the community in the past several years?

5 Pastoral Leadership Expectations

Out of the list provided, select the top ten aspects (unranked) that the church feels is most critical at this time.

<input type="checkbox"/>	Effective preacher/communicator
<input type="checkbox"/>	Effective teacher/disciple maker
<input type="checkbox"/>	Effective writer
<input type="checkbox"/>	Encourages support of world missions and global concerns
<input type="checkbox"/>	Encourages community activity and social justice issues
<input type="checkbox"/>	Effective at organizing people for action
<input type="checkbox"/>	Effective as a problem solving facilitator
<input type="checkbox"/>	Encourages ecumenical involvement
<input type="checkbox"/>	Effective counselor
<input type="checkbox"/>	Effective and frequent visitor to shut ins, hospital, and residences
<input type="checkbox"/>	Effective in working with children
<input type="checkbox"/>	Effective in working with youth
<input type="checkbox"/>	Effective in working with young adults
<input type="checkbox"/>	Effective in working with families
<input type="checkbox"/>	Effective in working with seniors
<input type="checkbox"/>	Effective at working with community leaders
<input type="checkbox"/>	Effective team player
<input type="checkbox"/>	Effective at bringing new people to Christ and the church
<input type="checkbox"/>	Effective at reaching out to inactive members
<input type="checkbox"/>	Effective with stewardship development
<input type="checkbox"/>	Inspires confidence
<input type="checkbox"/>	Enables others to succeed
<input type="checkbox"/>	Effective at planning
<input type="checkbox"/>	Effective at leading/facilitating
<input type="checkbox"/>	Accepting of people with diverse backgrounds and traditions
<input type="checkbox"/>	Effective at helping people relate faith to daily lives
<input type="checkbox"/>	Encourages others to assume and carry out leadership responsibilities
<input type="checkbox"/>	Mature and emotionally secure
<input type="checkbox"/>	Effective prayer and devotional life

PROPOSED SALARY AND BENEFITS FOR YOUR NEW PASTOR

Proposed annual minimum salary \$ _____

Parsonage and all utilities provided? ☐ Yes; ☐ No

If "No", amount of housing allowance \$ _____

Hospitalization: ☐ Yes; ☐ No

Mileage Reimbursement: ☐ Yes; ☐ No

Pension: ☐ Yes; ☐ No

Social Security Supplement: ☐ Yes; ☐ No

Continuing Education: ☐ Yes; ☐ No

Other: _____

LEADERSHIP NEEDS PROFILE

What do you perceive as the most important for your pastor in ministry planning? The entire following list is important but life often forces us to prioritize. While these may likely vary as the needs of the church changes, this will give a candidate an idea of the expected ministry concentrations of your church.

Rank the following list in the general priority order for your congregational needs. Put a number before each one, ranking them 1 through 10 (1 is most important, 10 is least.)

- _____ Administration
- _____ Counseling
- _____ Discipleship Training
- _____ Evangelism and Outreach
- _____ Home visitation of church members
- _____ Hospital visitation
- _____ Music/Worship leading
- _____ Pulpit preaching
- _____ Teaching
- _____ Youth
- _____ Others-List, _____

One of the more visible responsibilities of the pastor is preaching. Indicate the type of delivery you feel would best promote spiritual health of your church.

Preaching Style: _____

Sermon Type:

- ☐ Expository/Exegetical: Select a particular Bible text, stay in it and explain what it says.
- ☐ Exhortation: Relate a Biblical text and use illustrations relevant to everyday life.
- ☐ Social Reform: Speak to issues relevant to contemporary social and world issues
- ☐ Lectionary: Follows standard lectionary
- ☐ Series: Building on a theme
- ☐ Topical: Issue related to scripture
- ☐ Other (identify) _____

Comments:

INTERVIEW WITH A PASTORAL CANDIDATE

The following list of questions is to be considered as an aid for some of the concerns a congregation would have when interviewing a prospective pastor. You may have concerns relevant to your church that are not listed and we would encourage you to add these when interviewing.

1. Describe how you emulate your adherence to the scriptural model of I Timothy 3:1-7 and Titus 1:6-9.
2. How and what methods would you utilize to inspire and motivate the congregation to follow your Pastoral leadership in the development of church programs?
3. How have and how will you address both spiritual and practical problems that may occur during your ministry?
4. What is your educational philosophy regarding Christian Education, Sunday School, Vacation Bible School, and the Youth ministry of a church?
5. How would you support the doctrines and policies of the Allegheny Region and the General Conference of the Churches of God? How familiar are you with the organizational structure of the Churches of God General Conference which prescribes to a Presbyterian Polity?
6. What has been and how do you foresee your commitment and the churches commitment to national and foreign missions? How would you promote these missions within the congregation?
7. Church growth is important. What is your method regarding church growth? Do you believe to grow the church from the outside in, rather than from the outside out? How would you accomplish this goal?
8. How would you deal with the demands of a minister to be available whenever needed? This would include being available all hours of the day and night; it might even require your personal attention on scheduled days off to minister to the needs of the congregation.
9. Discuss your priorities regarding ministry. God first, but with the pastor's family ahead of the work of the church.
10. How do you foresee your spouse's role in your ministry? Does your spouse support you in your ministry? If so, describe how your spouse supported you in previous ministries.
11. Are there any personal or family issues that may affect your ministry? If so, please explain.
12. In the spirit of humility, how do you manifest the fruit of the spirit as stated in Galatians 5:22:23?
13. Describe your personal statement of faith. How will your statement of faith assist in your ministry?
14. Describe what it means to you as you read John 3:10, "He must increase, but I must decrease." How do you plan on honoring and glorifying the Lord Jesus Christ with this verse?

THE PASTOR'S ANNUAL EVALUATION AND GOALS – SUGGESTED TOOLS

The purpose of the evaluation and review is to strengthen supportive relationships and to increase the effectiveness of cooperative ministry in the congregation. These questions are designed for guidance of the person who is evaluating his/her own work. They are to be used for "homework" before the interview by the pastor and elders and/or Director.

THE PASTOR'S ANNUAL EVALUATION – TOOL #1

1. Regarding the last twelve months:
 - a. What were your very specific work objectives? (goals)
 - b. How well do you think you accomplished them?
 - c. Illustrate with two or three examples of what you did, or what part you played in achieving those objectives.
 - d. What other resources did you need that you did not have or use?
2. Regarding the definition of your work:
 - a. What does the congregation expect of you as a pastor?
 - b. Do you see important points of difference between what the church expects of you and your expectations of yourself?
 - c. What does the church at large (Allegheny Region Conference - General Conference) expect of you? (Example: ARC Purpose and Vision and Values, Section A) Do these conflict with your own expectations?
3. Regarding the next twelve months & beyond:
 - a. What are you trying to accomplish?
 - b. How do you see yourself achieving those objectives?
 - c. How do you get in your own way that keeps you from accomplishing "a"?
 - d. What long-range objectives do you have for yourself and the church(es) you serve?
 - e. What specifically will have to be done to achieve them?
4. Other:
 - a. If you had the power and the resources available, what are some actions or recommendations you would pursue?
 - b. If your constituency were listening, what would you like to say to them about yourself, their job, your work, and the Church's mission?
 - c. If you have additional reflections, feel free to express them.

THE PASTOR'S ANNUAL EVALUATION – TOOL #2

Pastor's Evaluation

Please Respond to the Following Questions on Separate Paper

Name

Date of review

- 1) Do you enjoy your work?
- 2) Is your time and talent being utilized well?
 - How are you achieving what you believe God intends for you as a leader?
 - What have you seen accomplished in your ministry area since last year?
(Describe wins, successes, affirmations, and energizers)
- 3) What frustrates you?
 - What limits your ability to work up to your full potential?
 - What changes would remove or minimize these limiters?
- 4) Describe your vision for your ministry area over the next 3 years.
 - What two or three initiatives do you want the Lord to accomplish through you?
 - If accomplished, what difference will each initiative make for the ARCGGC, the Kingdom?
- 5) Will this vision and/or these initiatives require additional resources (personnel, financial, etc.)?
 - What would be helpful from the Ad Council, the Regional Director, and co-workers?
- 6) Is there anything else you would like to share?

Your Signature

Supervisor Signature

Date

THE PASTOR'S ANNUAL EVALUATION – TOOL #3

Allegheny Region Conference
ANNUAL LEADERSHIP EVALUATION

Pastor/Church Evaluation

Name of Pastor _____

Date _____

Description	Outstanding 5	Above Average 4	Average 3	Needs Improvement 2	Unsatisfactory 1	Comments
<i>Pastor Evaluation:</i>						
Leadership						
Accountability						
Preaching						
Evangelism/Outreach						
Follow Through/Responsibility						
Rapport with Church Leaders						
Training & Developing Staff/Laity						
Supervision & Motivating Staff/Laity						
Concern For Others						
Encouraging Others						
Community Involvement						
Allegheny Region Involvement						
General Conference Involvement						
Self-Image						
Public Image						
Listening Skills						
Openness to New Ideas						
Acceptance of Criticism						
Appearance						
Enthusiasm						

<i>Church Evaluation:</i>	Outstanding 5	Above Average 4	Average 3	Needs Improvement 2	Unsatisfactory 1	Comments
Following your Vision						
Encourage/Support Pastor						
Adequate Financial Provision						
Community Image						
Evangelism						
Openness to New Ideas						
Cooperative Spirit						

Results may be mailed to:

Allegheny Region Conference
Attn.: Pastoral Oversight Commission
PO Box 756
Latrobe PA 15650-0756

ANNUAL AGREEMENT REVIEW AND UPDATE FOR CONGREGATION AND PASTOR

This is a record of the Agreement review and update between the Church of God at _____ and Pastor _____ for the year _____.

A. THE CHURCH'S MINISTRY:

The church council and pastor have conducted a study and evaluation of the goals of our church, the effectiveness of our total ministry, and the priorities of pastoral leadership on: (date) _____. (Should be no more than 3 years ago).

B. SALARY AND BENEFIT PACKAGE:

In review of the pastor's salary and benefit package and noting the increases in living and travel costs, merit increases, experience, performance, and the recommendations of the Pastoral Oversight Commission, as approved by the delegates at the Allegheny Region Conference Sessions, this church agrees to provide the following salary and benefit package for the calendar year _____.

1. Salary:

a) This church agrees to provide an annual salary of:

Base salary	\$ _____
Education	\$ _____
Experience	\$ _____
Social Security Supplement	\$ _____
Total Annual Salary	\$ _____

b) Each pay the pastor will be paid \$ _____, _____ monthly, _____ twice monthly, every two weeks, _____ weekly; beginning on _____.

2. Housing (check "a" or "b" and complete)

___ a) A parsonage will be provided by the church. It is understood that in addition to parsonage (including drapes, curtains, carpeting and kitchen range) and garage, the church will provide all utilities except the cost of personal phone calls. The remunerative value for Social Security and Pension purposes is based on the annual rental and utility value established by the Allegheny Region Conference.

Parsonage Allowance Designation (only for ordained or licensed pastors): The pastor's cash salary for this current calendar year of _____ shall be \$ _____; of which \$ _____ shall be designated as "parsonage allowance" to the extent that it is used by the pastor to cover expenses incurred in occupying the parsonage.*

___ b) Housing Allowance Designation: In lieu of parsonage and utilities this church will provide a housing allowance of \$ _____.*

* A resolution must be included in the Church Council minutes if the amounts changed from the previous Designation or if the previous Designation was not for future years.

3. Accountable Reimbursement Expense Allowance

a) Car allowance (10% for 1 church, 12% for 2 churches, 14% for 3 churches)	\$ _____
b) Ritz Lectures Expenses (Findlay Ohio)	\$ _____
c) Continuing Education/Training Conferences	\$ _____
d) Book Allowance	\$ _____
e) Other: _____	\$ _____

Total Annual Amount \$ _____

4. Additional Benefits:

- a) Group Health Insurance \$ _____
(The church will assume any rate adjustments
made by the insurance company.)
- b) Pension-12% \$ _____
(Use Worksheet provided by CGGC Pension Bd.)
- c) Other: _____ \$ _____
_____ \$ _____
_____ \$ _____

5. Moving Expense (estimate) paid by church \$ _____

C. PASTOR'S TIME:

1. The pastor shall be entitled to _____ as his/her regular day(s) off per week. It is understood that in the event of an emergency, funeral, scheduled church meeting or etc. falling on the scheduled day off, that the pastor may take an alternate day(s) off, but they shall not be accumulated.
2. The pastor shall be entitled to _____ weeks, including Sundays, vacation this year. The dates are to be cleared with the church council. (Vacation time shall not be less than what is recommended by the Allegheny Region Conference Pastoral Oversight Commission.)
3. The pastor shall be entitled to attend retreats, ARC/CGGC sponsored seminars and conferences, church camp and etc., after the dates are cleared with the church council.
4. The pastor shall be permitted to serve as an evangelist a maximum of two (2) weeks this year after the dates are cleared with the church council.

D. PASTOR'S TERM OF SERVICE AND TERMINATION:

The pastor's appointment by the Pastoral Oversight Commission shall be for an indefinite time, but it may be terminated according to the regulations of the Allegheny Region Conference Constitution.

E. ADDITIONAL TERMS OF AGREEMENT (Specify)

F. REVIEW OF AGREEMENT:

These terms of Agreement shall become effective on _____,
and be reviewed with the pastor before _____, _____.

Church Council Chairperson or Clerk's Signature Date

Pastor's Signature Date

(Make three (3) copies: one copy each for the local church, the pastor and the Pastoral Oversight Commission.)

MAIL COMMISSION COPY TO:

Allegheny Region Conference Office
Attn.: Pastoral Oversight Commission
PO Box 756
Latrobe PA 15650-0756

NOTE: These are sample formats for the pastor to report his/her activities. Other formats can be used by agreement between the pastor and church council.

PASTOR'S MONTHLY REPORT TO CHURCH COUNCIL #1 MODEL

I. MINISTRY FOCUS *SHIFT from internal to external

Insert your Church mission statement here. Keep this in front of the leadership each month.

Ministry/Mission updates *(describe different ongoing ministries, who leads, them, etc, and how they fit the church's mission statement. Great way to focus on doing a few things well, instead of many things not well. If a ministry no longer accomplish the purpose or mission, time to phase it out).*

6 in 6 *(6 things only you can do or are responsible for over the next 6 weeks)*

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

Pastor's Personal Spiritual growth activity

Personal worship time *(let the council know how you worship apart from Sundays)*

Currently reading list *(list books, articles, blogs, etc. that help your own spiritual growth – this is not curriculum or small group studies review, etc).*

Podcasts or other growth activities *(let your leadership know how you are seeking ways to strengthen your soul, and invite them to join you in some or all)*

Prayer time *(let the council know how God is encouraging you and answering prayers. Also include ways you pray and invite them to try some – i.e. outdoors, Lectio Divina, in sanctuary, with others, etc.)*

Spiritual Disciplines *(personal disciplines that have helped draw you closer to God – guided prayer, journaling, personal study techniques, etc. This is a great way to invite them to try some on their own.)*

II. CORE ACTIVITY *SHIFT from program development to people development

Discipleship numbers: WORSHIP ATTENDANCE: _____
SUNDAY SCHOOL SMALL GROUPS: _____
MID WEEK STUDY / SMALL GROUPS: _____
PEOPLE IN INTENTIONAL DISCIPLESHIP PROGRAMS: _____

Visitation: ** TOTAL PASTORAL VISITS & CALLS: _____
TOTAL CONTACTS (email, text, phone, cards, etc): _____

Pastoral activities** MEETINGS: _____
EVENTS: _____
SERMON PREP TIME: _____

III. LEADERSHIP DEVELOPMENT *SHIFT from church-based to kingdom-based

Visitation and training side by side with Church Council members.
Visits by Church Council members to new families and potential new families
Leadership training activities or seminars attended by council members:

BIG PICTURE AND FUTURE PLANS

3 KEY OBSERVATIONS ***

How I see God working in our church:

How I see God working in the broader community:

How I believe God is revealing Himself and leading us in our continuing ministry with Him:

Upcoming Dates

Special services

Special Outreach events

Pastor Vacation / days off

**These headings are modified versions of Reggie McNeal's Missional Renaissance Church Scorecard key shifts.*

***These should be phased out in order to get away from keeping score or tracking "if we are getting our money's worth" out of the pastor. But it takes a shift in thinking in most Church Councils.*

****Ideally, these three could be the only part of the report to Council, but might not be possible in an older church used to the old reporting forms. But it is a good goal.*

PASTOR'S MONTHLY REPORT TO COUNCIL #2 MODEL

3 KEY OBSERVATIONS

How I see God working in our church:

How I see God working in the broader community:

How I believe God is revealing Himself and leading us in our continuing ministry with Him:

THE BI-VOCATIONAL PASTOR

The concern for addressing the growing area of Bi-Vocational Pastoral Ministry has prompted this writing. In particular, the inquiry of, 'what is adequate and appropriate compensation for bi-vocational / part-time pastorates?' has been raised. The following is a broad attempt to consider these issues.

We are reminded in scripture, "The elders who direct the affairs of the church well are worthy of double honor, especially those whose work is preaching and teaching. For the Scripture says, "Do not muzzle the ox while it is treading out the grain," and "The worker deserves his wages." (1 Timothy 5:17-18)

Definition:

Dr. Thom Rainer shared this common definition in an article:

"The traditional bi-vocational pastor... serves churches that are unable to compensate a pastor with fulltime pay. These pastors are incredible servants who fill a huge need among American congregations. The new bi-vocational pastor is similar to the traditional bi-vocational pastor with some key differences. To avoid confusion, I refer to this new role as the marketplace pastor."¹

It should be noted that there are those pastors who could serve fulltime at a congregation, but for varied reasons may choose to remain employed part-time or fulltime in other fields. Such situations will redefine the common view of a bi-vocational pastor as serving only in a smaller church unable to support a fulltime pastor. Whether we call this pastor bi-vocational or marketplace, the matter of addressing compensation and the encouragement to our congregations to adequately provide for their servant leader remains.

Questions to address:

Entering into an arrangement for a bi-vocational pastorate the answers to the following questions should be addressed with both the congregation and the pastor desiring to enter into such an agreement.

1. Why does the church want this type of pastoral arrangement?
 - A. What expectations does the church have of its pastor?
 - (1) List those expectations.
 - B. How much time is desired from the pastor for this ministry?
 - C. What compensation and benefits is the church willing to provide?
2. Why does the pastor want this type of pastoral service arrangement?
 - A. What expectations does the pastor have of the church?
 - (1) List those expectations.
 - B. How much time is the pastor offering for this service?
 - C. What expectations in compensation and benefits are desired?

With these questions answered, there is a base to discuss and negotiate mutual ministry expectations and compensation.

Issue: Adequate and Appropriate Compensation

When it comes to the area of bi-vocational ministry, the amount of tasks in ministry, the time involved in service, the compensation, and benefits are all negotiable. The ARC has established minimum salary recommendations. Under the "Base Salary" description it states, "Bi-vocational or Part Time Pastors/Associates: Multiply salary figure from the chart by percentage of full time work the pastor is expected to provide (50%, 75%, etc.)..." Thus, the first things to be identified are: 1) what tasks of ministry are the pastor responsible for doing; and 2) what is the expected time involved to accomplish those ministries.

The congregation is encouraged to provide benefits for their pastor. These are negotiable and will be of benefit to the pastor on varied levels, one person to another.

1. Source: <http://thomrainer.com/2016/01/eight-characteristics-of-the-new-bivocational-pastor/>

Benefits:

Housing Allowance: up to 100% of cash salary for credentialed pastors may be 'declared housing allowance', and not subject to income tax to the extent it is used for housing, however it is all subject to Self-Employment Tax (commonly referred to as Social Security/Medicare taxes)

Pension contribution: participation in the CGGC Pension program will be allow a provision of income in retirement. The amount of the contribution is negotiable.

Insurances: Health insurance, group life insurance, and participation in the ARC insurances (vision/dental). Contributions toward any of these is negotiable.

Compensation benefits may help stretch the dollars a congregation has available to pay a bi-vocational pastor, while at the same time assisting the pastor in ways they are not able to provide for themselves.

Recommendations:

Understanding that all of these items are negotiable between the church and the pastor, the Commission on Pastoral Oversight is willing to assist those working through these items.

We encourage, in the spirit of peace and unity, to seek God's leading and direction in these matters. The reminder is that God has called those to serve us in leadership and spiritual growth. Likewise, He has given us a responsibility to provide for those who care for us. Thus we remind all of the responsibility of proper labor for Christ's Church, as well as the responsibility of fair and adequate compensation.

MENTOR PROGRAM
PASTORAL OVERSIGHT COMMISSION

IMPLEMENTING AGENCY:

The ARC Constitution states the "Pastoral Oversight Commission shall appoint and supervise Mentors to all annual licentiate pastors".

PURPOSE:

The reason for the Mentor Program is to provide each annual licentiate pastor with a pastoral advisor who has more experience to give guidance, be a resource person and be a link, with the church at large.

EXPECTATIONS OF THE MENTOR:

1. Serve as a catalyst/sounding board for the annual licentiate pastor to reflect on his/her ministry, and offer encouragement, advice and constructive criticism.
2. Provide spiritual care and nurture (How is it with your soul since we last met?)
3. Serve as a prayer partner.
4. Hold the annual licentiate pastor accountable in effective stewardship of time, spiritual growth, emotional health ,etc.
5. Maintain regular contact. At least one contact each month and preferably face to face quarterly.
6. Keep the Pastoral Oversight Commission apprised of progress and any concerns on a quarterly basis.

QUALIFICATIONS OF MENTOR:

A mentor shall be:

- An ordained Church of God pastor.
- An advocate of the Allegheny Region Conference and the General Conference of the Churches of God.
- Willing to serve as a Mentor and invest time in the licentiate.
- Possess giftedness for mentoring.

GUIDELINES:

- A pastor may only mentor one licentiate at a time.
- A mentor and licentiate shall be compatible with each other.
- A mentor is not expected to provide funds for the licentiate. The Pastoral Oversight Commission shall be contacted for any needs.
- A mentor is not to come between a licentiate and his/her congregation. He may advise the licentiate regarding ways to handle a concern or conflict, and relate the same to the Pastoral Oversight Commission.
- If a mentor moves out of the ARC a new mentor shall be appointed.
- If the licentiate discontinues or changes such certification the mentor will be released from this obligation.
- Suggested meeting schedule could be as follows:
 - 1 meeting per month face to face
 - Weekly meeting by phone
 - Submit report form to Pastoral Oversight Chairperson on quarterly basis
 - Minimum mentoring assignment for 1 year

ARC Mentoring Covenant

This Covenant is established as a voluntary partnership with the exclusive purpose of entering into a friendship based upon trust, transparency, respect, and prayer. It is designed to provide a rewarding experience for both the mentor and mentee. It is intended to be a one-year contract with an evaluation every three months and will end by amicable agreement.

Frequency and Duration of the Relationship

1. We will meet at least once every _____ weeks. Once agreed, meeting times should not be cancelled unless it is absolutely unavoidable. The date and time of the next meeting will be established at the end of each meeting.
2. Each meeting will last a minimum of _____ minutes and a maximum of _____ minutes.
3. In between meetings, we will only contact each other via telephone or email if the situation is so critical that it cannot wait until the next scheduled meeting.

Expectations of the Relationship

1. The mentor agrees to be honest and provide constructive feedback to the mentee.
2. As a mentee, what I want my mentor to offer me is:

3. As a mentor, what I want from my mentee is:

Confidentiality in the Relationship

We agree to keep the content of these meetings confidential, unless both agree that disclosure may occur.

Termination of Relationship

We agree to a no fault conclusion of the mentoring relationship if for any reason it seems appropriate.

_____	_____	_____
Mentor	Mentee	Date

ARC Mentoring Report Form

Mentor	Preferred Contact Info
Mentee	Preferred Contact Info

Quarterly Report			
	Spring (March-May)		Summer (June-August)
	Autumn (September-November)		Winter (December-February)
Number of sessions this quarter?			

Y	N	Mentor
		Have you witnessed Spiritual Growth?
		Has your mentee been seeking suggestions?
		Has your mentee been accountable for stewardship of time, talents, resources and emotional health?
		Would additional assistance be helpful? If, so how or what?
		Have there been difficulties in mentoring this quarter?
		If so, have the issues been resolved?
		Comments:

Y	N	Mentee
		Have you witnessed Spiritual Growth?
		Have your questions been answered?
		What would be a helpful focus of mentoring for the next quarter?
		Would additional assistance be helpful? If, so how or what?
		Have there been difficulties in mentoring this quarter?
		If so, have the issues been resolved?
		Comments:

We have reviewed and discussed this form:

Mentor	Mentee	Date
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Please return completed form to:

GUIDELINES FOR PASTORAL TRANSITIONS

Pastoral transitions are an incredible time for a variety of emotions and feelings. Through this time a pastor in transition should work to maintain integrity and dignity in the office of pastor. It is natural for a pastor to develop deep care and love for their flock. Often times mutual friendships are fostered with persons in one's charge during their tenure of service. These friendships are a blessing and often last beyond one's tenure as their "pastor". In respect for all persons and for the general welfare of the church, the following considerations will be followed.

The Church:

- Should be sensitive that pastoral transition can be a challenging time for pastors.
- Should honor your former leader; he/she was God's servant and your friend in Christ.
- Should embrace your future / current leader as God's person for a new day.
- Should remember that we are all called to serve God and be led by His shepherd whom He calls to us.

The former/outgoing pastor:

- Will be absent from the church for a period of no less than 2 years after the arrival of the new pastor, except as freely invited by the new pastor. Should an invitation be given, it is to be done in such a manner so as not to upset congregants. Such invitations are not to be expected. In general, this will apply to both the former pastor and his/her family members.
- Will do all possible to honor and respect the new incoming pastor, as he/she would want honored.
- Will realize that he/she no longer possesses the right to give pastoral care, and will freely release that privilege to the new pastor.
- Will refuse any interaction perceived as pastoral care or authority with former congregants.
- Will restrict hospital visits to a friendly call during regular visiting hours.
- Will not call on shut-ins or make home visits without the foreknowledge and consent of the new pastor.
- Will not engage in conversation detrimental toward the new pastor.
- Will not say or do anything that will undermine the ministry and authority of the new pastor.
- Will avoid persuading things be done his/her way or as when he/she was the pastor.
- Will inform the new/incoming pastor of anyone he/she will have regular social interaction with, so that his/her actions would not be misunderstood.

The new/incoming pastor:

- Generally, a new pastor is greeted with a sense of excitement by the church to which he/she has been called. However, the new pastor shall be sensitively aware of his/her predecessor's ministry and relationships.
- Shall respect the fact that the former pastor may have continuing long-term friendships in the church.
- Shall understand that the outgoing pastor, if retired and remains in the community, will experience an emotional transition from pulpit to pew.
- Shall seek wisdom in understanding past experiences of the former pastor.
- Shall respect the leadership of his/her predecessor and not speak detrimental of his/her ministry.
- Shall understand that being called to a church is not an automatic opening for authority. It will take time to develop trust and confidence.
- Shall realize that he/she is now the shepherd of this congregation. It is his/her responsibility to lead and need not feel the intimidation of any predecessor.
- Shall realize that he/she has a different personality and leadership style than his/her predecessor. This variation is part of the beauty associated with pastoral change. This change may cause uneasiness with some parishioners. Their feelings must be respected and seen as opportunity to build relationships.

Finally, know that church is not about the pastor or us. It is about Him who gave His Son for us. Let us endeavor to worship God and follow our Savior through the efforts and ministry of His Church.

ARC TOOLS TO BE LEFT FOR NEXT PASTOR

SURVIVAL KIT FOR A NEW PASTOR

The transition into a new pastorate can be aided with the following items being made available to the new pastor. These items can be compiled by the departing pastor, church staff, and/or pastoral transition team. These items should be prepared and made ready by all interim pastors before their departure.

1. Membership list
2. Annual reports & CGGC Ministry Reviews (past three years)
3. Newsletter (past year)
4. Worship bulletins — with average attendance for worship and church school
5. Financial reports— current budget, status of indebtedness/investments
6. Minutes — session, committees
7. Job descriptions and specific assignments of employees and volunteer leadership
8. Listing of church officers, committee and other leaders (including church school and fellowship groups)
9. Calendar of regular meetings and programs
10. Calendar of special and annual events
11. Maps
12. List of places where church does business
13. List of ecumenical connections
14. Constitution, by-laws, and Manual of Operations
15. Church policies regarding building use, weddings, funerals, memorial funds
16. Worship resources — bulletins for special worship occasions, list of familiar hymns
17. Community services— social service agencies, funeral homes, hospitals (with parking instructions) retirement communities, pastoral counselors
18. List of persons with special needs
19. Results of any mission study conducted during transitional time
20. Goals long-term and short-term, if such have been developed
21. Letter to the new pastor
 - Welcome
 - 1 challenge not addressed, leave in a positive way
 - 3 affirmations
 - a paragraph affirming that staff and congregation are not to contact me, but the pastor may contact me

INTENTIONAL INTERIM MINISTRY PROGRAM

There is little that can cause more upheaval in the life of a church than a pastoral transition. The congregation will have a wide spectrum of anxiety, questions, and concerns. The inclination will be to rush to fill the void in congregational life and bring things as quickly as possible back to normal. How the congregational leadership is committed to working through this transition time will determine how the congregation is poised to step into the future. Do we get an interim to preach and visit and keep us as normal as possible or is this an opportunity for the congregation to grow?

There are major differences between an Interim and an Intentional Interim. An interim is designed to provide a pastor for a congregation to help things stay status quo until the next pastor arrives. An Intentional Interim is someone who will seize the transition and utilize this critical moment in the life of the church to address issues of identity, strengthen relationships, train leaders, assess ministry efforts and direction and prepare the congregation for identifying their next pastor.

The desired result is that the congregation not just maintain until the “next pastor” is hired but is actively working to understand God’s ministry direction for them, serving Him in that direction and seeking the pastor with the skills necessary to help them grow into their ministry endeavors.

INTENTIONAL INTERIM MINISTRY BENCHMARKS

There are five areas that are the goals and focus of an Intentional Interim.

1. Coming to terms with history/restoring relationships.
2. Training Leadership
3. Discovering a new identity
4. Renewing denominational linkages
5. Commitment to new main direction

If there were issues that have been identified, the intentional interim will be working to establish validity and pervasiveness in the congregation.

1. Issue 1
2. Issue 2

1. History and Restoring Relationships

- Understanding the past and connecting to the future.
 - Review of History and understanding of the Journey.
 - Celebration of common accomplishments.
 - Understanding past mission and vision that fed those accomplishments.
 - Listening to current concerns and hearing perceived needs.
1. Listening sessions with the congregation to hear hurts, needs, and understanding the past.
 2. Identify those who need healing from hurt and create reconciliation as possible. Outside help might be necessary.
 3. Written celebration of the church history, celebrating accomplishments and benchmarks in her history. Share with leadership and the congregation.

2. Training Leadership

1. Create ongoing opportunity for leaders to be self or other identified for training.
 2. Create apprenticeship opportunities for existing leaders to train new leaders.
 3. Create regular training to equip people for leadership roles and identify leadership to sustain training.
 4. Create opportunities for people to discover or challenge next step with God.
 5. Create opportunities for people to serve and discover their ministry calling.
- The Intentional Interim is to be training people to do this along the way to work himself out of the process.

3. New Identity: Discovering Mission and Vision

- Create a listening team. Objective is to record and share response of congregation to leadership.
- Intentional Interim is a facilitator.
- The people are the dreamers and primary sharers of the vision.

Involving entire congregation w/listening team

1. Listening sessions with congregation to hear:
 - a. What makes this congregation unique?
 - b. What is this family's strengths and weaknesses?
 - c. What ministries are growing and producing results? Which ones are ineffective?
 - d. What are the needs in the community?
 - e. Can or should this congregation be meeting any of those needs?
2. Call everyone to pray for vision to become clear.
3. Listening teams report to leadership and congregation data collected.
4. Create Vision Team to carry on with listening data to formulate Vision. Six-month process (or more) of fasting, praying and dreaming, seeking God's vision.
 - a. Who are we?
 - b. What are we doing? What could we be doing?
 - c. Where are we going?
 - d. Write the vision.
 - e. Speak the vision to Council, Ministry Leaders, and congregation.
5. Vision swell: Vision Team shares with Council, Vision Team and Council share with Ministry Leaders, all three share with Congregation. Each group signs on along the way or it needs reworked.

4. Commitment to a New Main Direction and Getting the Church Ready for a New Pastor

- With History and Vision in place as well as a pipeline for leadership development, it is time to start asking what do we need from the next pastor.
- Call the creation of the search committee. And call the congregation to prayer.
 1. What are the next steps for ministry in our community?
 2. What needs to be accomplished by leadership to achieve the vision?
 3. What competencies are we looking for?
 4. What strengths are necessary?

5. Improving Communications

- Creating opportunities for ministry story telling.
- Directing Ministry leaders to outside resources, including ARC and CGGC staff and commissions.
- Monthly Update to Leaders and congregation
60-day report by Intentional Interim to Pastoral Oversight Commission. Work through separately with elders.

Benchmark Checklist

Phase 1 - Evaluation

- Getting to know the congregation
- Restoring relationships elements 1-3
- Evaluating spiritual needs
- Encouraging and implementing more people in ministry roles
- Begin leadership development with current leadership (Council/Elders)
- Intentional Interim's written assessment for ARC Pastoral Oversight Commission and Church Leadership:
 1. Strengths/Affirmations
 2. Challenges/Weaknesses
 3. Overall systems at work within the congregation
 4. Notes from the listening sessions including key leaders and former pastors.
 5. Personal recommendations of areas of focus and suggested approach to the issues.
 6. Disbursement of report/summary to the congregation.

Phase 2 - Leadership Development

- Elected and non-elected, (steps 1-5).
- Working with leadership to understand core values, mission, and vision, (steps 1-5).
- Relational Awareness Theory (SDI), Spiritual Gifts Inventories, Awareness of personal calling and individual mission.

Phase 3 - Search Committee

- Mission and vision must be clear.
- Clarification of skills necessary for next steps.
- Work with selection committee to find a permanent pastor for renewed congregation.

60 DAY INTERIM REPORT FORM

Church:

Intentional Interim:

Date:

Every 60 days after the assessment has been completed, the intentional interim will submit the following report to the Commission.

In what area(s) would you like help?

Does the church need outside intervention at this point to help them more effectively work through the interim process? If intervention is needed, please explain below:

Rate the anxiety level of the church and leaders at this point
--

Low		Average		Chronic High	
1	2	3	4	5	6
					7

What is the source of the anxiety?

What have been your preaching themes the past 60 days?

What leadership training have you been providing? What has been taught and assess its impact on leaders.

60 DAY INTERIM REPORT FORM (cont.)

Identify the points of conflict of “stuckness” in the congregation if there are any. What have you done to address these?
How have you seen improvement over the past 60 days?

Please state anything else here that is of concern to you or the church leadership the commission should be aware of.

Interim Grief Assessment

Grief is not a completely sequential process, but circle the term(s) that best describe where the congregation is currently.

Where do you assess the congregation to be currently:

1. Denial
2. Pain and/or Guilt
3. Anger
4. Bargaining
5. Apathy
6. Depression
7. Reflection
8. Upward Turn (become a little calmer and more organized)
9. Reconstruction (develop solutions to go on without previous pastor)
10. Acceptance (seeing healing and growth taking place)

CODE OF ETHICS FOR THE LOCAL CHURCH AND PASTOR

The following "Code of Ethics for the Local Church and Pastor" were approved by the Commission on Church and Pastor Relations and adopted by the Conference, as recorded in the 1972 Journal, pages, 69-72. Entity names have been updated to current usage.

A. THE LOCAL CHURCH

Acknowledging our basic loyalty to God through Christ we pledge the following:

1. We will follow approved procedures such as are set forth in the Constitution, and other available actions, instructions and suggestions provided by both the Allegheny Region Conference and the General Conference of the Churches of God when seeking a pastor and we will conduct all negotiations with integrity, curiosity and orderly procedure.
2. We will not discriminate in the selection of qualified leadership in regards to age, race, or sex.
3. We will recognize our responsibility of providing our pastors with adequate compensation including expense funds, pension provisions, medical insurance, adequate housing, and all possible encouragement to continuing educational opportunities.
4. We will provide our pastor with the necessary facilities for his work and respect his study hours.
5. We will recognize our pastor's need for physical and spiritual renewal, by respecting his right to a day for himself each week, an adequate vacation period, and likewise enabling him to attend the annual Summer Seminar and other such helpful conferences and workshops.
6. We will respect the time and talents of the pastor's family and require no more rigid standard of conduct for his wife and children than we set for ourselves.
7. We will recognize the freedom of the pulpit, acknowledging our pastor's right to speak the truth of God as he understands it.
8. We will seek to support the present pastor, not comparing him to, nor belittling previous leadership.
9. We will call on our pastor for weddings, funerals, and other pastoral services and only with his concurrence and under unusual circumstances, will we request him to invite other ministers to share in such services.
10. We will recognize the call, ordination and the educational preparation of our pastor, will pray for him, encourage and support him as he seeks to lead us in our common task, and as he participates in other related enterprises of the Kingdom as a part of the ministry of this church.
11. We will inform our pastor of illness and other special needs that would require his pastoral services.
12. When multiple staff exists, we will observe these same principles in relation to all members of our staff.

B. THE PASTOR

Striving to be a good minister of Jesus Christ, I pledge the following:

1. I will constantly prepare myself physically, mentally and spiritually for the task to which God has called me.
2. I will hold sacred all confidences shared with me.
3. I will speak the truth with conviction and in love as revealed to me in the Word of God and in the life and teachings of Jesus Christ our Lord.

4. I will place service to Christ above personal recognition, and the welfare of the church above personal desires.
5. I will exercise positive leadership, recognizing at all times the democratic process in administering our church program.
6. I will exercise the freedom of the pulpit responsibly and respect the freedom of the pew.
7. I will seek to regard all persons with equal love and concern and undertake impartially to the need of all.
8. I will exercise confidence in those elected to share leadership responsibility with me, and will assist in the training of such leaders.
9. I will remain open to constructive criticism and will be receptive to suggestions intended to strengthen our common ministry.
10. I will not use my influence to alienate this church from the Allegheny Region Conference nor from the General Conference of the Churches of God, and will immediately resign when I cease to hold to the practices and principles commonly held by the Churches of God, General Conference.
11. I will refuse to enter into competition with my fellow pastors in order to secure a pulpit or place of honor.
12. I will, when the termination of my pastoral relationship becomes necessary, continue to serve and strengthen the church until the time of my departure.
13. I will, upon my departure, sever my pastoral relations with this church, recognizing that all pastoral functions should henceforth rightfully be conducted by my successor.
14. I will, upon my retirement, use special care in supporting my pastor, and unless requested by him, will refrain from engaging in any ministerial or pastoral functions within that church fellowship.
15. I will, upon my retirement or on becoming inactive, refrain from holding any type of office within the church such as Elder, Chairman of the Board, Deacon, Trustee or any other voting office.
16. I will, when visiting on a former charge or in any other pastor's field of labor, call upon the pastor and do nothing in any way to hinder his ministry.
17. I will make no comments to my congregation nor to individual members that would reflect unfairly upon the character and work of a minister, nor will I speak in a derogatory manner relative to any of the interest of neither the Allegheny Region Conference nor the General Conference of the Churches of God.
18. I will act at all times in a manner that will reflect creditably with my high calling. Realizing that boisterous or noisy behavior leaves a bad impression and can only bring disrepute to the one who practices it, and also places the Ministry in a bad light, I will carefully guard against such conduct.
19. If and when by virtue of my office or by action of the church, I am designated as chairman of the official board, I shall be careful not to give the impression that either this office nor my position as pastor gives me authority to act contrary to the expressed will of the body.
20. As pastor I will constantly use my influence to affect a harmonious relationship between the congregation and the official board and other established leaders.
21. As pastor I will bring to the attention of the proper persons as necessary, such matters as are necessary to assure a spirit of cooperation between the local congregation and the Conference. This will include matters of benevolences and other finances. With the cooperation of the delegates to Conference, I will make certain that all important items from conference and matters relative to financial obligations shall be presented to the proper local church officials and to the church membership.

22. As pastor I will accept the responsibility of seeing that all communications channeled through my office, intended for the church, shall be brought to the proper attention of such officials to whom they are intended. This refers mainly to such as are properly approved by the Allegheny Region Conference and the General Conference.

C. THE PASTOR AND THE PEOPLE

Recognizing that we have this common ministry by the gift of God, we pledge the following:

1. We will cooperate in the creation of an effective ministry - one that will renew and strengthen each member, to the end that we may faithfully witness in every area of life.
2. We will accept our responsibility for the moral and spiritual development of our community and constituency, and strive to live up to the standards of citizenship consistent with Christian principles.
3. We will be sensitive to the moral and ethical soundness of every project we are asked to support.
4. We will honor our financial obligations and endeavor to maintain a high credit standing in our community.
5. We will welcome all who seek membership in our church without regard to economic or social status, race or nationality.
6. We will encourage understanding and harmony among the various denominations and will give evidence of our sincerity through participation in appropriate cooperative endeavors.
7. We will respect the claim of other churches to the loyalty of their people.
8. We will provide for periodic constructive evaluation of the life and ministry of our church fellowship.
9. We will in the event of emerging problems between us, seek promptly an amicable solution in a spirit of mutual respect and Christian understanding, and will seek guidance from our Pastoral Oversight Commission or District Advisor or Region Director.
10. We will, when it seems necessary and advisable, terminate the pastoral relationship in a spirit of Christian understanding and love.
11. We will recognize our relationship and responsibility to our denomination and through time, talent, and money seek to give generous support to its World-Wide Missions programs.

ADOPTED by the Allegheny Region Conference in Session August 10, 1972

For additional information see "Ministerial Ethics" in the General Conference Minister's Resource Manual.

DISCIPLINE AND PROCEDURES FOR RESOLVING CONTROVERSIES

(Entity names have been updated from original use to current usage.)

The Church belongs to Jesus Christ, but unlike the Master of people, it is imperfect. Occasions do arise when disciplinary measures must be taken against its various members, pastors and churches. It should be remembered that the power which has been given to the Church through the Holy Spirit is to be used for building up, and not for tearing down; for perfecting and not for destroying. Therefore, when needs arise which involve discipline in the church, the underlying attitude should be love and mercy, not wrath and vengeance. The purpose of any disciplinary measure is to resolve the disagreement and bring unity and peace to the church in order that it may grow in accord with God's admonition. For even as the early disciples were "of one accord," (Acts 2:1KJV) so must we strive for that oneness if we are to emulate Christ in the world today.

As Christians, persons committed to the Scriptures, we take seriously the biblical injunctions to practice Christian love and forgiveness. Matthew 5:23-34 (TEV) counsels: "...if you are about to offer your gift to God at the altar and there you remember that your brother has something against you, leave your gift there in front of the altar, go at once and make peace with your brother, and then come back and offer your gift to God." Matthew 18:15-16 (TEV) counsels: "If your brother sins against you, go to him and show him his fault. But do it privately, just between yourselves. If he listens to you, you have won your brother back. But if he will not listen to you, take one or two persons with you, so that every accusation may be upheld by the testimony of two or three witnesses."

Grievances that cannot be resolved between parties involved shall be referred to the conference Director, the President of the Conference or Chairperson of Pastoral Oversight Commission who may refer the issue to the Conference Administrative Council to appoint a Hearing Council.

Charges brought against a local church, pastor or conference official are not items to be considered lightly. One must acknowledge that whenever complaints are made against such persons or bodies, there is a danger of schism. The grounds for filing a grievance, therefore, must be clear.

It is to be noted that the purpose of church doctrine and polity is to promote unity in the church. When a church, pastor or conference official ceases to be in harmony with the doctrine, customs and polity of the Churches of God or when a pastor ceases to be in harmony with his/her ordination vows, then a grievance may be filed against the church, pastor or conference official.

These procedures for resolving grievances in the Churches of God, General Conference are prayerfully submitted with these thoughts in mind.

GRIEVANCE PROCEDURE

I. Procedure for Filing a Grievance

A grievance should be dealt with at the primary level where the grievance has occurred. Additional persons should not be involved unless resolution cannot be achieved. In the event resolution is not possible and a recommendation is made by one of the aforementioned officials that a hearing council be established, the grievances shall be sent in writing to the Conference official first contacted.

II. Procedures for Processing Grievances

After the grievance(s) has been received by the appropriate conference official, it is their responsibility to inform, in writing, the ones the grievance(s) has been filed against, stating clearly the charges. The grievancee then has fifteen days in which to respond in writing to the charges to the conference official. The conference official will determine whether the situation is of such nature to warrant establishment of a hearing council.

III. Establishment of a Hearing Council

A hearing council is to be comprised of five members, all members of the Churches of God. Three

members are to be laity, two are to be clergy. The hearing council would not be considered a standing committee but selected for each individual situation. Members of this council must be non-partisan to the situation. No one can serve on the council who is a member or plays a part in the local church filing the grievance nor can anyone serve who is employed in a conference staff position. The council is to be appointed by the Conference Administrative Council with the chief purpose being to achieve an unbiased, objective third party status.

IV. Procedure of the Hearing Council

The hearing council selects a chairperson. Each council member should have copies of all correspondence. The chairperson is responsible for specifying date and location of the initial hearing.

Expenses for the hearing council will be the responsibility of the local conference.

The hearing is to be conducted in an orderly fashion with the chairperson responsible for maintaining an atmosphere becoming to Christians. The chairperson may rule a person out of order and expel the offender from the hearings. Additional meetings may be set, insuring that both parties are allowed to speak and all are satisfied they have had opportunity to express themselves.

The hearing council will then meet in a private session to discuss the situation. The discussion should enter on how the gospel of Christ can best be exercised. After reaching a decision, the hearing council will meet with both parties to inform them of that decision. The decision of the hearing council will be final. The hearing council will then send to the Conference Administrative Council a written report of the proceedings and outcome. The report is to be kept on file in the conference office.

An appeal of the hearing council decision can be made first to the Allegheny Region Conference Administrative Council. An appeal of ARC Administrative Council decision can be made to the General Conference Administrative Council. Grievances between local church members shall be resolved within the local church following the same four (4) steps of the Grievance Procedure above. Charges are referred to the local pastor, president of church council or head elder. The Region Director or Chairperson of the Pastoral Oversight Commission may be contacted for counsel as needed. In cases where there are conflicts interest between parties involved or non-partisan to the situation the Allegheny Region Conference may be called upon to help resolve the grievance.

(Adopted from the General Conference Ministers Resource Manual)