

PACKET #4

PASTORAL SEARCH

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PASTORAL SEARCH

CHECKLIST

- () If the Session is interested in searching for a tent maker, a redevelopment pastor, or other specialized leadership, additional information is available through the COM.
- () COM Liaison meets with the Session prior to the nomination or election of the Pastor Nominating Committee to review the pastoral nominating process. (Note: This may be included in an earlier session visit.)
- () COM Liaison communicates with the congregation's Nominating Committee to give guidance in the selection of a Pastor Nominating Committee.
- () Session calls a congregational meeting.
- () Congregation meets in a Called Meeting to elect the Pastor Nominating Committee.
- () Pastor Nominating Committee is commissioned during a Sunday morning worship service.
- () COM Liaison attends first meeting of the Pastor Nominating Committee; officers of the committee are elected; Liaison Team trains the PNC.
- () Pastor Nominating Committee prepares the Church Information Form for approval by the session.
- () Liaison reviews and endorses the Church Information Form.
- () Session reviews and approves the Church Information Form.
- () Pastor Nominating Committee may advertise the position.
- () Pastor Nominating Committee receives and reads Personal Information Forms.
- () PNC may request answers to a set of Supplemental Questions from candidates. (May be used early or late in the process.)
- () PNC may conduct telephone interviews with candidates.
- () PNC conducts reference checks on candidates.
- () When a list of candidates is reduced to a set of finalists (three to five), PNC requests the Liaison obtain the official reference checks. This must be accomplished before candidates are invited to preach in a neutral pulpit.
- () PNC ordinarily invites three candidates for interviews, including preaching in a neutral pulpit (arranged by Liaison).

- () COM Examining Team (Liaisons and other COM members) conducts separate interviews with all candidates. (a three hour time period is needed). The COM Examining Team must be provided with a CIF from the Church and PIF of the candidate for review, prior to the interview.

NOTE: If the person under consideration is not ordained, the Presbytery Committee on Preparation for Ministry must also be notified.

- () Examining Team or Liaisons contact PNC immediately of any concerns that may prevent the church from calling a particular candidate.
- () PNC selects a candidate, negotiates terms, and notifies the COM that it is ready to present a candidate.
- () PNC must work according to the Presbytery AA/EEO guidelines. ***(P4 12-14)***
- () If the search is for an Associate, the Liaisons should meet with the Head of Staff to outline the process and share with him/her a copy of the “Guidelines for Involvement of Head of Staff in Selection of Associate Pastor”. ***(P4-24)***

COMMITTEE ON MINISTRY LIAISON MEETING WITH THE SESSION
(prior to nomination of PNC)

NOTE: There are three ways to share this information:

- a. As part of an earlier meeting with the session
- b. As part of a regular session meeting for which you will need to ask 30 minutes of docket time
- c. Telephone communication with the clerk/Moderator of Session.

Be sure you discuss the following items with the session:

- () Review the checklist and flow chart with the session (*P1-18-21*).
- () Discuss the optimal size of a Pastor Nominating Committee. In part, this is a function of the size of the congregation. It should be no fewer than five people. Seven to nine persons is a good size. Some committees have been as large as 11 to 13 and worked well. A resignation because of a move or other circumstances should be anticipated. Ask the Session to give guidance to the congregation's Nominating Committee.
- () Remind the Session that the PNC will be considering candidates without regard to race, age, ethnic origin, gender, physical disability or marital status. Distribute recommendations relative to AA/EEO guidelines. *P4-12-14*
- () Ask for questions or concerns.
- () Discuss the housing and salary challenges that are to be expected. (moving expenses, creative ideas to solve the financial challenges, such as shared equity)
- () Explain to the Session, including its moderator, that the PNC will be responsible only to the congregation that elected it - not to the session or to any pastor. An Interim Pastor may be asked for advice but will play no active role in the work of the PNC. Suggested guidelines are available in this packet regarding the Head of Staff involvement in the search for an Associate Pastor. *P4-24*
- () Review what happens next: a meeting with the congregation's Nominating Committee.

COMMITTEE ON MINISTRY LIAISON COMMUNICATION WITH THE CONGREGATION'S NOMINATING COMMITTEE

Electing a Pastor Nominating Committee

Be sure you discuss the following items with the congregation's Nominating Committee:

- () Report the size of the Pastor Nominating Committee to be elected (from the session's input).
- () Review the work that will be expected of the Pastor Nominating Committee (review the Checklist and the Overview Chart). The demands on an individual's time are enormous. It is not uncommon for a PNC to meet for several hours a week for many months. This committee work requires the highest level of commitment and sacrifice on the part of the PNC member and his/her family.

Note: Ask the committee to make a list of the gifts/skills/talents that will need to be present in this committee. Not everyone will need to have all of the skills listed, of course.

- () Discuss who should not be considered for service on this committee. Members who are employed by the church should not be considered. Members who are involved in other leadership in the church should be given the opportunity of being released from those responsibilities for service on this committee.
- () Develop a list of possible names and indicate which skills each one has.
- () Assist the committee in prioritizing the list of names, if needed.
- () Rehearse with the committee members a recruitment visit. Encourage "in-person" visits, not telephone calls. Make sure, in these visits, to indicate the importance of the task, the time commitment involved, and the variety of work that lies ahead. **DO NOT** indicate who else is being considered. Give the person the opportunity to reflect and pray on this invitation. Conclude the visit with prayer.
- () When a slate of names is ready, ask the Session to call a special Congregational Meeting. Notify the Session of the slate. Request that a written notice be sent to the congregation and include (if desired) in it a presentation of the proposed Pastor Nominating Committee. (Also give a bit of biographical information about each person, such as length of church membership, areas of service, professional and family information.)

**OUTLINE OF THE CONGREGATIONAL MEETING TO ELECT A
PASTOR NOMINATING COMMITTEE**

SAMPLE

If possible, the Liaison should be present at this meeting.

- () Call to Order - Establishment of a Quorum
- () Opening Prayer
- () Moderator or Clerk: Read the stated purpose of the congregational meeting
- () Report of the Congregation's Nominating Committee
- () MOTION: To elect (.....) presented to serve as the Pastor Nominating Committee

NOTE: If there are additional nominations from the floor, the congregation will have the choice of expanding the size of the committee or taking a written ballot.

- () MOTION: To commission the Pastor Nominating Committee in worship on Sunday morning, _____, 200__, at _____ a.m.
- () Announcements
- () MOTION: To adjourn
- () Closing Prayer

**A SERVICE OF COMMISSIONING FOR THE
PASTOR NOMINATING COMMITTEE**

SAMPLE

The following litany may be used as part of a Sunday morning worship service.
(Members of the Pastor Nominating Committee will be asked to come forward.)

Pastor or Clerk:

You have been chosen to serve this church in a special way. Together, you will seek a candidate for pastor (associate pastor) of this congregation. I ask you now to respond to the following questions:

Will you make every effort to be diligent in this task, being present at all training sessions and committee meetings, and sharing in all committee decisions?

Committee Members:

WE WILL.

Will you respect your fellow committee members in this task, working with them in love and forbearance when opinions differ?

WE WILL.

Will you try to maintain an openness about the persons you will interview, recognizing that ministers and candidates for the ministry are not limited by their age, sex, ethnic origin, marital or family status?

WE WILL.

Will you maintain the necessary confidentiality of this task, even where family members are concerned?

(Family members of the committee members will be asked to stand.)

You are also assuming a task because you will probably have to give up time with the members of your family and, perhaps, assume some of his/her other obligations. Will you answer these questions:

Will you try to bear with demands on your family members' time and strength?

Family Members:

WE WILL.

Will you respect the need for confidentiality?

WE WILL.

(The congregation will be asked to stand.)

This committee is laboring on behalf of the entire congregation and needs its support and encouragement. Will you answer these questions:

Will you remember these committee members in your thoughts and prayers in the months ahead?

WE WILL.

Will you seek to be patient if the search process seems slow?

WE WILL.

Will you, relying upon the Holy Spirit, resist forming images of what the pastor should look like or be like, trusting the committee's skills and intentions to seek worthy qualities of ministry?

WE WILL.

Will you respect the need for confidentiality in this search process?

WE WILL.

Will you, if you are responsible for the recruitment of workers in the church, try to release these members from other tasks during their tenure on this committee?

WE WILL.

Pastor or Clerk:

Let us pray: Almighty God: How many are the ways we serve you within your Church! We thank you for these persons who have pledged themselves to this task of seeking a leader for this congregation. Enlarge their gifts and help them to seek your will. Together, we now dedicate ourselves to them and to you, that we may fulfill our mission faithfully and be your joyful people. Through Christ we pray. Amen.

ORIENTATION OF THE PASTOR NOMINATING COMMITTEE

The Liaison should be sure to discuss the following items with the Pastor Nominating Committee.

- () Overview the work of the Committee.
- () Discuss budget expenses for the committee.
- () Discuss the role of the Liaison Team and that you should be notified of every meeting.
- () Discuss the care that must be taken to consider candidates without regard to race, ethnic origin, age, gender, physical disability or marital status. Distribute AA/EEO guidelines. **(P4-12-14)**
- () Discuss need for confidentiality.
- () Discuss need for a regular meeting time.
- () Discuss need to make this committee's work a priority - attendance at meetings, etc.
- () Discuss decision-making patterns the committee will use (consensus/unanimous, majority vote).
- () Discuss the relationships of the committee with session, pastors and congregation.
- () Select officers for the committee: Moderator, Vice-Moderator, and Secretary.
- () Discuss strategies for communicating with the congregation throughout the process.
- () Provide a copy of the minimum compensation required by the Presbytery.
- () Discuss housing and salary challenges (moving expenses, creative ideas such as shared equity)
- () Explain the CIF and provide a copy of a blank CIF for the moderator.
- () Discuss the On-line Call Referral Services Process.
- () Make sure that copies of the Final Report of the church's 12 Questions are available. Note that the 12 Questions is the primary resource document for completing the Church Information Form.
- () Review what happens next: completion of the Church Information Form, presenting it to the Session for approval and COM for endorsement.
- () If the search is for an Associate Pastor, Discuss the Guidelines for Involvement of Head of Staff in the Search Process. **(P4-24)**
- () The entire PNC or some members of the PNC may find it helpful to hear a prospective candidate in his/her current church in order to get a feel for the climate of the church and his/her style.

- () The PNC must ask themselves if, after the interview, does the interviewee answer the PNCs established criteria.

AS THE NEED ARISES AT LATER MEETINGS OF THE PNC

- () Discuss strategies for:
 - handling PIFs
 - reading and taking notes on PIFs
 - listening and taking notes on sermon tapes
 - using supplemental questions
 - conducting telephone interviews
 - conducting personal interviews
 - conducting reference checks (getting release forms)
 - planning the weekend interview visit(provide sample schedule)
- () Discuss the need to let ministers know that they are not being considered in a timely manner through careful, considerate, personalized responses.

Retreat at the beginning of the PNC's work together

The following retreat outline is a retreat that has been used successfully with PNCs to help them come together as a community. If they don't intentionally do the work of community building in the beginning they will have to back up and do it later especially if they run into conflicts. Doing a retreat early in their work builds community without the extra baggage of conflicts and allows the work of the PNC to go smoothly because open communication has been developed. This design also helps them see their work as a spiritual activity seeking God's leading and direction leading to a call rather than a business model of filling a position.

The four central exercises are adapted for PNC uses from a course designed by Ben Campbell Johnson on Building Spiritual Community. "One to One" – is a beginning getting acquainted activity. "Discernment Activity" allows them to practice listening for God's leading and discerning God's will. "Group Interviews" allows them to practice interviewing skills that they will need as they interview candidates. "Naming our Gifts" not only builds community but helps them practice identifying gifts for ministry in others, again a skill they will want to do with candidates they are interviewing.

The opening devotion focuses on the Call to Ministry that we all have in our Baptism. That their personal call has been expanded into the work of calling a Pastor. The devotion includes a renewal of Baptism Service to remind them that they are claimed by God and empowered by the Holy Spirit for the work that is before them.

The closing devotion includes communion. Sharing the meal helps build the spiritual community and support they will need and the reflection makes connections with the work of the PNC.

While this has been field tested and well received by those PNC that have experienced it. The Leader for the retreat should adapt the material and especially the devotions as they see fit.

Retreat Schedule for PNC

(times based on Saturday Morning & early afternoon)

8:00 Gathering Time

8:15 Devotions around the theme of Baptism

8:30 Exercise: "One to One" (50 minutes minimum)

9:20 Break

9:30 Exercise: "Discernment Activity" (90 Minutes Minimum)

11:00 Break

11:10 Exercise: "Group Interviews" (11 Minutes per member plus 5 min. Minimum.)

Noon Lunch

12:45 Exercise: "Naming our Gifts" (90 Minutes Minimum)

2:15 Silent time for reflection and Journaling (Could be let out, if you must.)

2:45 Closing Worship with Communion

3:05 Clean up and go home

Note: This is as tight a schedule as it can be done. It is better to have a little more time between and for each exercise. So each leader should adapt it in consultation with the PNC.

Opening Devotions for PNC retreat – focus on Baptism

Setting: Table with a solid white table cloth, clear glass bowl of water and some clear florist pebbles that look like drops of water when set on the table scattered around on the table and a few in the bottom of the bowl, a Christ candle.

Light the Candle and a time of silence:

Call to Worship:

Hear the words of our Lord:
I do not call you servants any longer,
because the servant does not know what the master is doing;
but I have called you friends,
because I have made known to you
everything that I have heard from my Father.
You did not choose me
but I chose you.
And I appointed you to go and bear fruit,
fruit that will last,
so that the Father may give to you,
whatever you ask in my name.

Scripture Reading : Matthew 3:13-17

13 Then Jesus came from Galilee to John at the Jordan, to be baptized by him. 14 John would have prevented him, saying, “I need to be baptized by you, and do you come to me?” 15 But Jesus answered him, “Let it be so now; for it is proper for us in this way to fulfill all righteousness.” Then he consented. 16 And when Jesus had been baptized, just as he came up from the water, suddenly the heavens were opened to him and he saw the Spirit of God descending like a dove and alighting on him. 17 And a voice from heaven said, “This is my Son, the Beloved, with whom I am well pleased.”

Reflection on who we are

Play with water (lifting it and letting it fall) and use the lines from Baptism Service “In Baptism.....” (Description of what happens in Baptism)

Promised forgiveness of sins and the empowering of the Holy Spirit
United with Christ, made a part of Christ’s family
Transferred from darkness to light, Bondage to freedom
Buried with Christ raised to new life
Commissions us to service
Be sure to use “you are my beloved”

We forget that we are God’s beloved and empowered by the spirit. We forget our Baptism.

Eagle story: (This is a barebones version – expand and enhance it as you desire)
Man discovers Eagle that was raised with Chickens in a barnyard with chickens pecking and scratching like a chicken. Egg had go put with chicken eggs. Man takes eagle to center of the yard, holds him above the head and says: You are an eagle the king of all birds, stretch out your wings and fly. Eagle falls to the ground and acts like a chicken. He tries again from the top of the barn, then from a cliff. The last time the eagle and reaches out its wings and finally flies soaring and swooping across the sky. Being what it was created to be.

We are like that eagle, forgetting we are a Baptized beloved member of the family of God empowered for service by the spirit. We need claim our identity and stretch out our wings and fly.

The story goes that Martin Luther each day would put his hand on his head and remember his baptismal identity by saying: I am a Child of God. I am Baptized. You need to claim that reality as you work on the PNC.

As you enter this work I want to give you something to remember your baptism. Invite them to take a florist pebble from the table and hold it as they renew their Baptism Vows. They can keep it and carry it in their pocket as a reminder.

I invite you to renew your Baptism Vows:

Trusting in the gracious mercy of God,
do you turn from the ways of sin
and renounce evil and its power in the world?

I do.

Do you turn to Jesus Christ
and accept him as your Lord and Savior,
trusting in his grace and love?

I do.

Will you be Christ's faithful disciple,
obeying his Word and showing his love?

I will, with God's help.

Let us Pray:

Faithful God,
in baptism you claim us;
and by your Spirit you work in our lives,
empowering us to live a life worthy of our calling.
We thank you for leading the group
to this time and place.

Help them reaffirm the covenant you made with them in their baptism.

O Lord, uphold your servants by your Holy Spirit.

Daily increase in them your gifts of grace:
the spirit of wisdom and understanding,
the spirit of counsel and might,
the spirit of knowledge and the fear of the Lord,
the spirit of joy in your presence,
both now and forever.

Establish them in your truth,
and guide them by your Spirit,
that, together they may grow in faith, hope, and love,
and be faithful disciples of Jesus Christ,
to whom, with you and the Holy Spirit
be honor and glory, now and forever.
Amen.

Charge and Benediction:

You are a Child of God empowered by the Spirit, Stretch out your wings and fly, In the name of the Father and the Son and the Holy Spirit.

Formation of Community

One to One

(You have 50 Min. for this activity)

- After you have been assigned your partner, introduce yourself and find a quiet place in the building or outside to talk. You are welcome to go for a walk.
- Think for a moment about blessings or time of testing in your life. Choose either a blessing or a testing to share with your partner.
- Share for 20-25 minutes about this incident. Your partner will LISTEN quietly asking only clarifying questions. No fixing. This is not a discussion.
- After one partner shares, spend 3-5 minutes in prayer around the situation shared.
- Now it is the other partner's turn to share a blessing or a testing. Once again the partner LISTENS only! After a time of sharing, spend time in prayer.

Formation of Community Discernment Activity

(90 Min. for this activity)

- In your new group find a place you can have privacy.
- Take time at the beginning to introduce your partner to the new members in your group. Share something about your partner that will help the other members in your group get to know him/her better. Be careful not to share confidential or private material.
- During this time you will engage in an experience of "Holy Listening." Each person is invited to participate, but may pass. Appoint a timekeeper.
- Designate one chair to be a "seat of honor." One person takes this chair and begins by stating an issue for discernment. When the person finishes, if you are not clear about the issue, ask a question to clarify.
- Enter into a minute of silence. (Timekeeper will call time)
- Out of the silence, each one ask the person one question that seems to come from the Spirit. Listen together in silence to the person of honor's answer. No questions or responses are given.

Formation of Community Group Interviews

(You need 11 plus 5 minutes for closing prayer minutes per member of the group for this activity)

- Arrange the group in a circle with the previous groups on opposite sides of the circle.
- Begin with member of one group choosing a member from the other group. Ask permission to interview him or her.
- Interview the individual beginning with one of the following questions:

Why did you agree to be a part of the PNC?
 What do you hope to experience through the process?
 What kind of community do you hope to experience in your work together?
 Where do you experience community in your life today?
 What is the role of Christ in community formation for you?
 When, if ever, have you been excluded by a community?
 When, if ever, have you been disappointed or wounded by a community?

- (These questions are a guide. Other questions might naturally follow, if so...go with it!)
- Each interview should last no more than 10 minutes.
- You may pass on a question if you do not wish to answer.
- When the interview is complete, another member from the interviewee's group asks to interview a member of the interviewers group. (In other words, the one who has been interviewed does NOT interview the person who just asked questions of him or her.)
- Continue the interviews, alternating between the two groups of four until everyone has been interviewed and you are now one new group.
- Pray together as a group

Formation of Community Naming our Gifts

(90 Minutes for this activity)

- As you begin, have one person read I Corinthians 12:14-17 aloud.
- Place two empty chairs in your group's circle. Designate one as the "seat of honor." Describe as a group what the other chair symbolizes.
- Invite one person to sit in the "seat of honor." Briefly share the gifts and talents you see in this person? What do you appreciate about this person as you have come to know them? (3-5 min.)
- The person in the "seat of honor" may take notes or ask another member of the group to take notes for them.
- The person in the "seat of honor" may respond to the comments made by members of the group, or sit quietly allowing him/herself to listen deeply to the group's affirmations and insights.
- Pray as a group for the person in the "seat of honor" for their gifts and ministry. (The whole process should take 5-7 minutes)
- The group then stands and invites another person to sit in the "seat of honor." Repeat the process until all have been prayed for.

Silent time for reflection and Journaling

Note: After this activity you have a thirty minutes for personal quiet time spend it in a walk or journaling. Please use the time to process:

What has been happening in you today.
How do you feel differently about yourself and or the group?
What have you learned today that you want to remember as you function together
as an PNC?

Closing Devotion for PNC Retreat

Silence:

Call to Worship:

What shall we return to the Lord
for all the good things God has done for us?
We will lift up the cup of salvation
and call on the name of the Lord.

Scripture: I Corinthians 10:16-17

16 The cup of blessing that we bless, is it not a sharing in the blood of Christ? The bread that we break, is it not a sharing in the body of Christ? 17 Because there is one bread, we who are many are one body, for we all partake of the one bread.

Reflection: (Just an outline flesh it out as you are lead)

As you work as a PNC you are going to need a kind of Time Machine:
Your are going to have to spend time in the past: reflecting on: what has gone before at your church; the good thing that you want to continue and build on and the things that were not so good that you don't want to repeat.

You will have to work in the present: working together, respecting one another's opinions, seeking to let go of your own personal preferences for the good of the whole, etc.

You will have to move into the future: dreaming for your church, using holy imagination to see what the ministry of different candidates might look like, etc.

Communion is like a time machine:

Past: We remember Jesus and the sacrifice that took place for us

Present: We are bound together by sitting at table together in the present

Future: We are reminded of the future hope when we will sit at table together
in the kingdom of heaven.

Communion Service

Invitation

Great Prayer of Thanksgiving

Words of Institution

Distribution of the Elements:

As this bread is broken I am willing to be broken for you.

As this cup is poured out I am willing to be poured out for you.

Prayer after communion:

Loving God, you have given us a share in the one bread and the one cup
and made us one with Christ. Help us to bring your salvation and joy to
all the world. We ask this through Christ our Lord. Amen.

Benediction:

EQUAL EMPLOYMENT GUIDELINES

Every Presbytery Committee on Ministry is to inform each Pastor Nominating Committee of its constitutional obligations and how it might assure fairness in the calling process.

Appointed Liaisons to Pastor Nominating Committees and Associate Pastor Nominating Committees are responsible for encouraging the thoughtful, prayerful and serious consideration of all qualified candidates from the very inception of the search.

Equal Employment Opportunity

“The Presbyterian Church (U.S.A.) shall give full expression to the rich diversity within its membership and shall provide means which will assure a greater inclusiveness leading to wholeness in its emerging life. Persons of all racial ethnic groups, different ages, both sexes, various disabilities, diverse geographical areas, different theological positions consistent with the Reformed tradition, as well as the different marital conditions (married, single, widowed, or divorced) shall be guaranteed full participation and access to representation in the decision making of the church.” (G-4.0403)

“(The Committee on Ministry) shall provide for the implementation of equal opportunity employment for ministers and candidates without regard to race, ethnic origin, sex, age, marital status, or disability. In the case of each call, it shall report to the presbytery the steps in this implementation taken by the calling group.” (G-11.0502g)

Care must be taken by the Pastor Nominating Committee to consider candidates without regard to race, ethnic origin, sex, or marital status, age or disabilities.

Equal Employment Opportunity in Ministry

REPORT FORM ACTION OF PRESBYTERY

Action of Committee on Ministry:

1. Received report of the Pastor Nominating Committee indicating that they fulfilled requirements of Form of Government, Sections G-9.0104, G-11.0502G.
2. Committee on Ministry's Action:

APPROVED _____ DISAPPROVED _____

(Moderator,
Committee on Ministry)

(Date)

ACTION OF PRESBYTERY:

1. Received report of Committee on Ministry indication that the Pastor Nominating Committee fulfilled requirements of Form of Government, Sections G-9.0104, G-110502G.

YES _____ NO _____

2. Presbytery's Action:

APPROVED _____ DISAPPROVED _____

(Stated Clerk of Presbytery)

(Date)

PASTORAL CALL FORM
(page 1 of 3)

SAMPLE

(See also COM Handbook 4:19-20)

Presbytery of _____ Presbyterian Church (USA)

The _____ Presbyterian Church of _____ (City, State), being well satisfied with your qualifications for ministry and confident that we have been led to you by the Holy Spirit as one whose service will be profitable to the spiritual interests of our church and fruitful for the Kingdom of our Lord, earnestly and solemnly calls you, _____ to undertake the office of _____ (Pastor, Associate Pastor) of this congregation, beginning _____ promising you in the discharge of your duty all proper support, encouragement and allegiance in the Lord.

That you may be free to devote full time (part-time) to the ministry of the Word and Sacrament among us, we promise and obligate ourselves to provide you the following annually:

Cash Salary	\$ _____
Supplement for Social Security Tax	\$ _____
Foregone interest on below-market loan	\$ _____
TOTAL income reported to IRS	\$ _____

Housing-(Manse and/or
amt of Housing Allowance) \$ _____

Utilities \$ _____

Full medical, pension, disability and death benefit coverage under the Board of Pensions

Other benefits:

Deferred Compensation \$ _____

Medical/Dental Reimbursement Allowance \$ _____

Paid vacation leave of _____ weeks annually

Paid continuing education leave of _____ weeks annually (cumulative up to _____ weeks)

Moving expenses

It is understood that the following expenses of ministry will be reimbursed through an accountable plan:

Travel expense at \$ _____ per mile \$ _____
(IRS allowable rate is recommended)

Continuing Education Reimbursement Allowance \$ _____

PASTORAL CALL FORM

(page 2 of 3)

We promise and obligate ourselves to review with you annually the adequacy of this compensation.

In testimony whereof we have subscribed our names this ____ of _____ 200__.

Having moderated the congregational meeting which extended this call for ministerial services, I do certify that the call has been made in all respect according to the rules laid down in the Form of Government, and that the persons who signed the foregoing call were authorized to do so by vote of the congregation.

(Signed) _____, Moderator of the Congregational Meeting

Certification of Call

By Presbytery of Call

By the Presbytery of _____

This call has been reviewed by the Committee on Ministry. The Committee recommends that the presbytery approve this call.

Date of Action _____ (Signed) _____ COM Moderator.

This call was approved by the Presbytery of _____ through action taken by its Committee as authorized by G-11.0502h.

Date of Action _____ (Signed) _____ Stated Clerk

By Presbytery of Care or Present Call

This call has been reviewed by the Committee on (Ministry or Preparation for Ministry). The Committee recommends that the presbytery find it expedient to release _____ to accept this call.

Date of Action _____ (Signed) _____ Committee Moderator

PASTORAL CALL FORM

(page 3 of 3)

The Presbytery of _____ hereby finds it expedient to release
_____ to accept this call and therefore has placed this call in the
minister's/candidate's hands.

Date of Action _____ (Signed) _____ Stated Clerk

By Candidate

This is to certify that I have received and accepted the call.

Date of Acceptance _____ (Signed) _____

MINIMUM SALARY PACKAGE FOR PASTORS
IN THE PRESBYTERY OF DENVER

Adopted by the Presbytery of Denver:

1. The 2008 base **minimum** salary and housing in Denver Presbytery shall be \$40,721.

NOTE: These are revised each year.

2. The **minimum** salary and housing shall be raised each year by the cost of living increase using the Bureau of Labor Statistics Consumer Price Index for the Denver-Boulder-Greeley area.

3. The “study leave” period shall be two weeks, cumulative for 3 years.

4. The “continuing education” **minimum** shall be \$500 per year.

5. The annual vacation **minimum** shall be 4 weeks.

6. Churches shall be instructed on the importance of meeting pastor ministry and mileage expenses through an accountable reimbursement program.

7. Churches in the Presbytery whose ministry location puts them in the area of extreme housing costs, consider ways to face this burden. Such approaches may include “equity share” investments to reduce the cost of a monthly mortgage payment, purchase of a manse or other creative financing approaches.

COMPLETING THE CHURCH INFORMATION FORM

Be sure you consider the following:

- () The Twelve Questions are the primary source of information for the Church Information Form (CIF).
- () Be positive and upbeat as you describe your church. Would you want to become its pastor if you read the description portion of the CIF?
- () Assign committee members various sections for development of a rough draft.
- () Have one person, skilled in writing, assemble a first draft of the entire document. Use this draft for editing and proof reading.
- () Be sure that CIFs are consistent throughout and reflect accurately the congregation's needs and goals. Be sure that the narrative portion reflects the pastoral activities that are selected.
- () Since the CIF form is brief, it may be necessary for you to provide supplemental information about your church and position on your church's website. If your church does not have a website, you may want to use the Presbytery of Denver website. Reference should be made in the CIF about the availability of supplemental information.
- () Use language that will set you apart from other churches and communities. Remember that this is your church's primary marketing tool.
- () Before submitting a CIF to COM , the Liaison will do the following:
 - Read the completed form thoroughly, checking for typographical errors; check that narrative pages are numbered and that all blanks are filled in.
 - Check for continuity, clarity and accuracy.
 - A positive, exciting, challenging opportunity should be conveyed; if not, assist the PNC in rephrasing wording to present information positively.
 - Be sure that abbreviations or organization names are not used that would be unfamiliar to the candidate.

CHURCH LEADERSHIP CONNECTION
The “On-Line” Call Referral Service Process

1. The COM liaison gives the PNC chairperson written instructions when PNC is ready to begin working on the Church Information Form. Liaison may provide the chairperson with a hard copy of a blank CIF form or the chairperson may download it from the Church wide Personnel Services web page: <http://www.cps.pcusa.org>.
2. The PNC uses the blank form as a worksheet to prepare the final draft of the CIF to be approved first by the PNC, then the Session and COM’s liaison.
3. When the PNC has approved the CIF, the chairperson notifies the Presbytery office who then generates a login ID and password for the PNC chairperson. The office will keep a record of the login ID and password for each PNC chairperson and the date they were generated.
4. Using the login ID and password, the PNC chairperson then enters the CIF information into the “on-line” form, with the assistance of the written instructions.
5. When the form is submitted, it will be reviewed by Church Referral Service staff and a notice is sent from that office to both the Clerk of Session and the COM Moderator requesting that they verify that the Session and COM, respectively, has approved the CIF.
6. The Clerk of Session is instructed by the PNC moderator (described in the above mentioned instructions) to notify the Presbytery office upon receiving the request for verification. The Presbytery office will then generate a login ID and password for the clerk and, acting on behalf of the clerk, will attest to the Session’s action.
7. When the Moderator of COM receives the request for verification of COM approval, he will notify the Presbytery office. Once it has been established that the CIF has been approved, the Presbytery office will attest to that action, assigning the login ID and password for the PNC Moderator. The date of that attestation will be recorded and kept on record.
8. The CIF now enters the database, where Church Referral Services matches the CIF with the appropriate PIFs. Once the match is completed, hard copies of the matched PIFs will be mailed to the PNC chairperson. It may also be that the chairperson will receive a list of the matched PIFs via email which then can be viewed and printed off the web using limited-access PIF ID protected process.

Using the “On-Line” Church Leadership Connection for Pastor Nominating Committees

The Web-based matching system for churches searching for pastors and associates pastors.

Note: Nearly every church in Denver Presbytery now has Internet access, either through a computer located in the church office or through a designated person. If neither the PNC chairperson nor another member of the PNC have access to the Web, please contact the Presbytery Office.

Before implementing each step, please read through all the instructions listed beneath it.

If you have any difficulty or question about this process, you may contact the Presbytery Office at 303-777-2453 or contact Call Referral Staff at 888-728-7228 x5738.

STEP 1 – Download a blank copy of the Church Information Form (CIF) from the Church Personnel Services (CPS) web page or receive a blank form from your COM liaison.

You will use this printed form as a worksheet when you are ready to enter the information online.

1. Enter address <http://cps.pcusa.org>
2. Click “download forms”. A blank copy of the form is shown.
3. To print the form, go to File menu and select “print” option.
4. To exit, select “exit” (X) button or use “Back” if you want to go back to a previous page.

STEP 2 – Gather the information necessary to fill out the CIF. Your church’s 12 questions will usually provide important needed information. Your Clerk of Session will have membership information. The PNC should discuss with the Session the minimum and maximum compensation figures. Be sure to consult with your COM Liaison about any questions you may have about the CIF.

When preparing the final draft of the CIF, remember that the narrative answers **must be limited to 1500 characters, including spaces and punctuation, in order to put them on-line.**

STEP 3 – After the entire PNC has had opportunity to review and approve the CIF, submit a paper copy to:

- The Session for Session’s approval.
Please ask the Clerk of Session to notify the Presbytery Office (303-777-2453) when s/he receives a request from GA to verify that the Session has approved the CIF.
- The Committee on Ministry, through your liaison, for COM approval.

STEP 4 – Submit the CIF “on-line”.

1. At any time after the PNC approves the CIF, the PNC chairperson contacts the Presbytery Office and asks them to generate a login ID and password that will allow the chairperson to enter the Church Leadership Connection system. Write the password down! It cannot be re-accessed.
2. The password (a jumble of numbers and letters) can be changed after the chairperson signs on the first time, providing the new password is no more than eight (8) characters. Again, save it – write it down!
3. Enter address <http://www.clc.pcusa.org>
4. Click “*Log In*”
Fill in the login ID and password that the Presbytery Office provided.
Select “*Submit*”
5. Click “*CIF Transactions*” from the list of tasks displayed on the screen;
Click “*Fill a CIF*”
6. A CIF form will appear on the screen.
Type in the ID (also called PIN number) for your church. This is probably the number in the chairperson’s login ID, but verify the Church PIN number by checking with the Clerk of Session or the Presbytery Office.
7. Using the completed and approved worksheet (final draft) of the CIF, fill in the online CIF. The following information is helpful in filling in the online CIF form:
 - Type information into the fields, then press the *Tab* key to go to the next field.
 - To back up to a previous field, use the *Back Tab* key, or
 - You can use the scroll bar and mouse to move to a field.
 - If an arrow is at the right of a field, click the arrow to show a pull-down list, then select from the list. To select more than one item from a list, press **Ctrl** and click the items.
 - You can exit the web page by using the **EXIT (X)** on your browser.
 - If you are within the form and use the browser’s **Back** button, *the data that you have typed into the form is deleted.*
8. Click “***Submit New Church Information Form***” when the form has been filled in. If the CIF is not complete, a message reports what is still needed. Use the browser’s **Back** button to return to the previous screen(s) and complete it.
9. When the completed CIF is submitted, a message reports that the CIF has been saved and provides a CIF-ID. **Save the CIF-ID. Write it down!** The CIF cannot be accessed for revising without it.

Use the browser **Back** to return to main menu and log out, or use the **Exit (X)** to exit.

10. The CIF is then sent to a holding area. Messages are sent via email to the Clerk of Session and the COM Moderator, requesting that they verify the Session's and COM's approval of the CIF. (See Step 3 above. If the clerk does not have an email address, s/he will be notified by mail. The clerk should then contact the Presbytery office, verifying the Session's action and the Presbytery will attest to that approval online.)

When the approvals have been done, the CIF is reviewed by the Church Referral Services department and, if no changes are required, entered into the Church Leadership Connection matching database. As soon as the CIF is in the database, it is available for matching and available to the Opportunity Search – the read-only - listing of all CIFs.

Optional Step 5 – Revise or Update the CIF. At any time the CIF can be revised to change a phone number, add an email address, etc. If information about the position you need to

fill is changed, the Church Referral Services staff will determine if such a change will require new Session and COM approvals.

To make changes to Part I:

1. Enter address <http://www.clc.pcusa.org>
2. Click "**Log In**", fill in the PNC Chairperson login ID and password and click "**submit**".
3. Click "**CIF Transactions**" from the list of tasks displayed on the screen.
4. Click "**Church/Organization Information**".
5. Click "**Review Church/Organization Information**".
6. Type in the Church ID (PIN) number.
7. Click "**Retrieve Church/Organization Information**".
8. Part I is shown, with the information that has been entered. Type over any data you want to update.
9. Click "**Save Church/Organizational Details**".

To make changes to Part II:

1. Type in the CIF ID.
2. Fill in the online form.
3. Click "**Submit CIF**". A message tells you that the revised CIF has been saved. **A new CIF ID is shown**. **Save the CIF-ID. Write it down!** The revised CIF cannot be accessed for revising without it.
4. Click "**Here**" if you want to return to the Update CIF menu, or use the browser's **Back** button to return to the main menu and log out, or use the **Exit (X)** to exit the web page.

Matching of the CIF with Personal Information Forms (PIFS) will be done by Church Referral Services. Once the match is done, selected PIFs will be sent to the PNC Chairperson either by email or mail. If notice is done electronically, the PNC Chairperson will be able to view and print the PIFs from the Web.

GUIDELINES
INVOLVEMENT OF HEAD OF STAFF
IN SELECTION OF ASSOCIATE PASTOR

Background

The call process is often a time of anxiety and tension. The Head of Staff (HOS) worries about the right person selected for the position. The Associate Pastor Nominating Committee (APNC) worries that they will make a mistake. This anxiety along with unclearly defined roles can cause an interruption to the call process as it is intended.

With this in mind, the Committee on Ministry (COM) offers some guidelines that are designed to benefit the HOS and the APNC in their respective roles as they work towards their selection of an appropriate candidate for the Associate Pastor position. Selection of a new staff person needs the input of both the APNC and the HOS.

Suggested Roles for the Head of Staff and APNC

1. The HOS involvement may help to clarify the responsibility of the APNC in its work and to empower the APNC. In the early stages, attending only the key meetings and being available for consultation on the process best do this.
2. Involvement might be most helpful in three areas of the committee's work: At the beginning when the Church Information Form (CIF) is being developed and the work of the APNC is clarified: in the middle to assess where the committee is in the process: and at the end when candidates are brought in for interviews and selection.
3. The HOS may know of candidates that have not applied and invite them to submit their PIFs. However, it would not be appropriate to push the APNC to consider a specific candidate over another.
4. Both the APNC and the HOS have a need for trust to be clearly in place. One of the ways this occurs is for the HOS to extend trust to the APNC to manage the meetings in his/her absence. The APNC could promote trust by keeping the HOS informed about each meeting, regarding the process, decisions, questions, etc. Copies of minutes need to be readily available.
5. In the final stage, the HOS must be allowed as much time as necessary to interview, consult and dialogue with the final candidates as well as have as much access to the APNC as necessary to make his/her preferences known.
6. HOS role could include group, spiritual, and leadership development for the APNC. Education regarding the discernment process of our call system; suggestions for their process and organizing their meetings; identification of his/her needs as HOS during this process; or any other input that would strengthen the process.

SUGGESTIONS FOR ADVERTISING THE POSITION

Be sure you consider the following:

- () Church Referral Services will be a major advertising source. The Opportunity Lists they prepare will contain a brief summary of your church position. The lists are distributed monthly to all Presbytery offices and to pastors seeking a call.
- () Consider denominational publications for additional advertising. In particular, consider a special advertisement in "The Presbyterian Outlook" www.pres-outlook.com and Presbyterianstoday@pcusa.org It requires some lead-time.

Note: Be sure your "position" description is clear. You want individuals to respond to your ad who are a good match with your congregation. Specifics which may be limiting may be more productive in the long term.

- () Consider contacting Executive Presbyters and Moderators of COM in neighboring Presbyteries, by letter or phone.
- () If the position might be filled by a recent seminary graduate, contact seminary placement offices. Those addresses and phone numbers are available through our Presbytery office.
- () Let your congregation know that you are now receiving PIFs. If members know of pastors who might be interested in applying or who might want to recommend someone, encourage them to do so. Be careful to tell persons who suggest names that the PNC will not discuss how your "suggestion" is doing in the process.

**SUGGESTIONS FOR READING PERSONAL INFORMATION FORMS
AND LISTENING TO SERMONS**

SAMPLE

Consider using the following as a Rating Checklist - on a scale of 1 to 10 (1 = poor, 10 = outstanding) indicate your impressions as follows:

Name: _____ Rating Notes

Initial impression

Writing style

Interest in pastoral care

Interest in home visitation

Interest hospital visitation

Interest in evangelism

Interest in church education

Interest in youth/seniors

Interest in preaching

Understanding of Sacraments

Interest in stewardship programs

Interest in mission interpretation

Interest in community service

Interest in the larger Church (Presbyterian/Ecumenical)

Overall impressions

PROCESSING PERSONAL INFORMATION FORMS

PNCs set their own procedures for evaluating PIFs. These pages include some ideas for consideration.

I. A First Cut? - It May Be Useful

A quick "first cut" can save time and effort if the circumstances of a church are such that a few objective criteria (examples given below) can be used to remove a substantial number of PIFs from further consideration. The PNC may choose instead to simply have such criteria in mind during general review of the PIFs.

II. Criteria for Evaluation of PIFs

Prior to both the first (if any) and the main (or only) review of PIFs, the PNC develops a list of criteria that all members will at least have in mind in evaluating the PIFs. This practice leads to more systematic evaluation, focused on the needs of the particular church and common to all evaluators.

For a rapid first cut, such criteria should be purely objective, like the following examples:

- 1) The correspondence between the choices of highest priorities for pastoral activities on the CIF and those on the PIF
- 2) Experience - length and type
- 3) Education - where and how much
- 4) Distance of the pastor's current residence
- 5) Minimum salary that the candidate will consider
- 6) The correspondence between the size of the church and the sizes that are of interest to the candidate.

With experience, a few such criteria can be applied to a PIF in no more than two minutes.

Other criteria are applied in the general review of the PIFs (after any first cut). Many of these are subjective and call for each evaluator to form a judgment, from reading of the whole PIF, of the degree to which the candidate appears to meet each of them.

III. The Possible Use of Supplementary Questions

Supplementary questions may be sent to candidates at any stage of the search process and at more than one stage. These are questions, significant to the particular church or candidate, that the PNC wants all or any of the remaining candidates to address specifically. A time limit for reply is specified. Supplementary questions are commonly used late in the review process to help the PNC arrive at three or four finalists. They may be used very early in the process by sending them, along with the CIF, to all ministers whose PIFs are to be given any consideration. Such use provides additional information on the candidates and also eliminates those who, after reading the CIF, are no longer interested. (They don't meet the time limit.)

IV. Organization of the PNC for Evaluation PIFs

For a first cut, only one or two people need scan a PIF, provided that the criteria are truly objective. Organization for the main evaluation of PIFs varies considerably among PNCs. Many successful PNCs believe that every PIF should be evaluated individually by

every member. Some of these store all PIFs at the church where PNC members can come individually to evaluate them. More commonly, PNCs choose to make a copy of every PIF for every member or to circulate several copies among members so that members make their individual evaluations in their homes. In any case, the PNC meets, as a whole, to discuss the individual evaluations, eliminate some candidates, approve some candidates for later serious consideration and plan further needed contacts with others.

Some PNCs choose instead to divide into groups of about three for evaluating PIFs. The groups meet either during part of the meetings of the whole PNC or at other times of their choosing. After discussion a group arrives at a consensus evaluation of a PIF. Procedures may call for each PIF to be passed through two or more groups. (This group approach may speed the review process a little but in the writer's experience, it does not lead readily to in-depth, whole-PNC discussion, based on all hearing the particular insights of all, regarding rating candidates or the need of posing specific questions to some of them.)

V. Methods of Comparing ("Grading") PIFs

A common grading system for PIFs is a simple "yes" (hold) or "no" (discard) applied to every PIF after it has been read by an individual or a group and, again, after full-PNC discussion. "Maybe" grades can be troublesome and should be changed as soon as possible, while memories are fresh, to "no" or "yes." Quick phone calls to "maybe" candidates with specific questions are very helpful and may prevent elimination of some fine possibilities.) Another common procedure calls for members to grade each PIF, on a scale of one to ten, with regard to each of the several criteria that the PNC has decided are most important. Individual work sheets listing the criteria and providing space for "grades" and/or comments and general "gut" feelings may be helpful. Each member must ultimately be able to say "yes" or "no".

It is important, whatever method is used, that whenever a PNC member reads a PIF, the member write down any questions that he/she would have liked to ask the candidate if the candidate had been present. Otherwise, these questions will have been forgotten when they are needed.

VI. Rules for Decision Making

Some PNCs have strict rules on retaining a PIF for further consideration. Commonly, the requirement is a majority of favorable votes. Other PNCs adopt more flexible procedures. They may, for example, retain any PIF regarding which, after discussion, the moderator senses a lack of consensus for rejection; or they may retain any PIF regarding which any one member has particularly strong feelings.

Other rules that many PNCs have found useful:

- a) If a member hasn't evaluated a PIF before the committee meeting at which it is discussed, he or she can't vote.
- b) If a member will be unavoidably absent from a committee meeting, he or she may submit written evaluations prior to the meeting.

VII. Courtesy and Kindness to Candidates

Naturally, ministers want to know whether their PIFs have been received and whether they remain under active consideration by the PNC. The candidate's impression of the PNC's church will be strongly shaped by the courtesy that they receive. It is thoughtful to

acknowledge receipt of PIFs, by letter or phone, within a few days of arrival; we should never let many weeks pass without informing the candidate of the status of his/her PIF, even if the status has not changed. A PNC can learn much about promising candidates, establish a personal relationship, and hold their interest in the church by assigning individual members to make phone calls in which they inform the candidate of the status of his/her PIF, ask questions in the PNC's minds and offer to answer questions about the church.

The PNC should prepare a courteous, gracious form letter to be sent to all pastors who are dropped from consideration and this letter should be sent immediately after the decision is made. (Exception: pastors whose PIFs are sent by Louisville on the basis of computer matching do not know that their PIFs have been sent to the PNC and they should be contacted only if the PNC wishes to consider them further.) In writing such letters we must remember that rejection can hurt and that the pastor whom we are addressing is probably a very fine, sensitive Christian.

SUGGESTIONS FOR USING SUPPLEMENTAL QUESTIONS

A set of supplemental questions is a way to further screen candidates and discover their interest in the church. A cover letter and a set of five to seven questions may be sent to those under consideration, usually requesting a reply by a certain date (or within a certain time period) and usually limiting the responses to three to four typed pages. The questions can range from general to particular areas of inquiry for your congregation. Some general questions are:

- What is the purpose of leadership in the church? How do you fulfill that purpose with your style of leadership?
- What topics do you include in officer training? What resources do you use?
- How do you help a congregation honor diversity of opinion?
- What are the basic theological themes that govern your life and your ministry?
- What are your personal and professional goals for the next phase of your ministry?

Some Pastor Nominating Committees use supplemental questions very early in the process. Upon receiving a Personal Information Form, and after the first cut, they automatically send a copy of their Church Information Form and the list of questions. They indicate in the cover letter that, if the candidate is interested, he/she should respond. This strategy will separate those who are seriously interested from those who are only casually so. Committees then read the papers of only those who reply. The result is that committees end up reading fewer dossiers, but then must read more information on each person.

Other committees read all information forms initially received and use the supplemental questions as an alternate strategy.

SUGGESTIONS FOR CONDUCTING TELEPHONE INTERVIEWS

Be sure you consider the following:

- () Develop a list of questions (5-6) that you want to ask this particular candidate. Think through the answers that you are looking for.
- () Send a brief biography of PNC members before the telephone interview. Pictures of each member may also be helpful.
- () Arrange for a telephone with a speaker so the entire committee can hear the conversation.
- () Consider tape recording the conversation. (Make sure you have the candidate's permission.)
- () Pre-arrange a date and time with candidate for the interview.
- () Introduce yourselves and have someone prepare to give a brief statement of your church and needs.
- () Introduce yourself each time you speak so that the candidate may be clear.
- () After asking your questions, allow the candidate to ask a few of his/her own.
- () Before concluding the telephone call, thank the candidate for this time and indicate what the next steps will be.

SUGGESTIONS FOR CONDUCTING REFERENCE CHECKS

Be sure to consider the following:

- () Send out the Permission Form to all candidates about which you want to make inquiry or get permission requested over the telephone.
- () Develop a set of questions you want to ask about each person. Some possibilities:
 - How long have you known this candidate?
 - What do you perceive as his/her strengths in ministry?
 - How has the candidate been active in his/her community?
 - Can the pastor take criticism?
 - Would you go to this person in a time of crisis?
 - What one weakness of this person has an impact on his/her ministry?
 - How easily does this person delegate authority?
 - How would you describe the person's work style?
 - Family and home life?
 - What are some areas you would encourage us to especially make inquiry with this candidate?
- () In making telephone contact: explain your call; ask if now is an appropriate time to talk; ask your questions; thank the person for his/her time. Remember: be sensitive to the reference person's time; it may be better to make a second call at a more convenient time.
- () Contact only preliminary references (two to six people listed on the Personal Information Form).
- () Remember: confidentiality is important. No one is to know whom you are considering or contacting except the persons involved.
- () When (and if) you want to explore secondary references, contact the Committee on Ministry Liaison for assistance. Make sure you have a signed release form or verbal consent and honor the candidate's desires about secondary references. You may need to call one or two preliminary references again to establish the names of some secondary ones.
- () Give the Presbytery ample time to do its reference checking before any candidates are invited to preach in a neutral pulpit.

FORM TO SECURE PERMISSION
TO INQUIRE AND REVEAL INFORMATION

(only for secondary references)

Please sign the following and forward to the Moderator of the Pastor Nominating Committee as soon as possible.

I understand that the members of the Pastor Nominating Committee of _____ Presbyterian Church of _____, Colorado, a congregation in the Presbytery of Denver, may be contacting secondary references not listed on my Personal Information Form.

A copy of this permit may be furnished to any person or entity covered or named above and such person or entity may consider the copy as being my permission to reveal any information sought to the members of the Committee.

This permit is valid for six months from the date that I signed it.

Signature: _____

Print Name: _____

Date Signed: _____

SUGGESTIONS FOR PLANNING AN INTERVIEW

Be sure to consider the following:

- () When making plans to host a candidate for a visit, contact your Committee on Ministry Liaison Team for assistance.
- () Interviews involve sharing information and asking for information. Make sure there is time for both to happen.
- () Some of the information you share with candidates during the visit can be determined ahead of time. For example, you may want to prepare a packet of information on the church that might include the most recent annual reports, current financial information, outreach and evangelism brochures, newsletter, sample bulletins, etc. You may also want to prepare a packet of information on the community. The Chamber of Commerce is a good source of materials.
- () Some of the information you share in an interview will be at the direction of the candidate. Be sure to allow time for candidates to ask questions of you.
- () Be organized in your asking for information. Prepare your list of questions ahead of time. Divide the list so that each committee member has an opportunity to participate in asking a question.
- () Be clear about roles in the interview: Who will make the opening statement? Who will offer the opening prayer? Who will handle housekeeping details (about taping the interview, introductions, etc.)? Who will ask which questions and in what order? Who will invite the candidate to ask his/her questions? Who will offer the closing prayer (consider asking the candidate!)? Who will watch the time so that you stay within the limit?

(Be aware that rigid conformity to this type of "structure" can destroy the informality, spontaneity and relaxed atmosphere that is so important in an in-depth interview.)
- () Remember: avoid jumping to conclusions based on initial impressions. Make sure you have the information you need to make your decisions.
- () Consider taping the interview for anyone not present or for later reference. Make sure you have the candidate's agreement to do this.

PASTOR NOMINATING COMMITTEE PLANNING **VISITS WITH FINAL CANDIDATES**

- () When making plans to host a candidate for a visit, contact COM Liaison Team as soon as the plans are final. Allow at least two-three weeks for Liaisons to arrange scheduling of the neutral pulpits and COM interviews.
- () It is recommended that PNCs hear each candidate preach, therefore you will most likely arrange a weekend visit.
- () Liaison Team will help arrange preaching in a neutral pulpit.
- () Include in your preparations for weekend:

Transportation around town (to and from airport, interviews, etc.)

- Social time for PNC and candidate
 - Meals for candidate (and spouse) with a few members of PNC
 - Overnight accommodation
 - Unscheduled time for the candidate to prepare sermon, reflect with spouse, see the area, etc.
 - Time with staff, tour of building
 - Tour of the city, community
- () The PNC should limit the candidate's contacts to the PNC, PNC spouses, COM members and selected staff at the church.
 - () COM Interview Team will need approximately three hours to interview the candidate in a location where there are no distractions, usually the Presbytery office. The Liaison team will secure the persons for the interview team which will ordinarily consist of the Liaisons, two other members of the COM, one of whom serves on the Care of Ministers Division.
 - () Each member of the interviewing team should be provided a current CIF and the PIF of the candidate at least three days prior to the interview.
 - () The interviewing team will determine whether or not to approve the candidate. They will satisfy themselves that the candidate's views are acceptable to the Presbytery and the candidate is a good "match" for the church. If the team cannot approve the candidate, they will report immediately to the moderator of the PNC and the moderator of COM.

GUIDELINES FOR COM INTERVIEW WITH CANDIDATES

The candidate should receive an affirmative recommendation for membership in Denver Presbytery, commensurate with a call to a vacant pulpit or position if:

1. The candidate has at least the minimum skills required to perform the requirements of the proposed job description.
2. The candidate's theological "personality" is compatible with that of the local church as described in the CIF.
3. The candidate will support the programs and polity of the Presbytery of Denver and will work for peace and unity in the presbytery.
4. The candidate can affirm and carry out the ordination vows(W-4.4003), meet the standards for ordination described in (G.6.0106b & G6.0108a & b) and affirm the theological content articulated in Chapter Two of the Book of order.

Should the candidate declare a scruple to any of the items in D above the COM, will not approve the candidate but will present them and their scruple for examination on the floor of Presbytery. The Examination team will schedule an examination of no less than three hours. The first half of the examination will be in the areas of theology listed above and questions about their statement of faith. The second half of the examination will be in the areas of suitability for the call being considered and sharing details of life in Denver Presbytery. The candidate will receive in advance a copy of these guidelines at least a week before the conversation.

The following are suggested questions:

1. What is there about this position that excites and interests you?
2. What are your strongest abilities, experience and skills that will enable you to be effective in this position?
3. What are the major qualities you look for in your relationships with members of the congregation and/or your peers on the staff?
4. How do you prefer to work with others to achieve your objective?
5. Tell us about yourself: health, maturity and practical judgment, sense of humor, initiative.
6. We are interested in your leadership capabilities:
 1. Effectiveness as a preacher
 2. In evangelism
 3. Habits in parish calling
 4. Program effectiveness
 5. Administrative ability
 6. Style of working with others
 7. What large hopes and dreams have you for this congregation?

8. Tell us about your past relationship with previous presbyteries.
9. What role would you like to assume in Denver Presbytery?
10. What 'motivates' you and 'keeps you going'?
11. What areas of your ministry have been most exciting to you?

FAITH

1. What is your understanding of faith?
2. Where are you in your pilgrimage of faith?
3. Tell us about your faith in Jesus Christ and personal religious life (or How do you take care of your soul?)

THEOLOGY

1. What issues of theological reflection have been demanding your study and thinking recently?
Explain some of them.
2. Where are you at the present time in your theological studies?
3. What in your opinion is the foremost theological issue facing the Church today?
4. In what way are the Confessions of our church important to you?
5. How do you define the essential tenants of the Reformed Faith?
6. The following questions deal with *the theological content* as described in chapter 2 of the Book of Order.

Trinity

Give us your understanding of the Trinity? How does it affect your practice of ministry?

Incarnation

Give us your understanding of the incarnation? How *does* it affect your ministry?

Authority of Scripture

Give us your views on the inspiration of the Scriptures,
Explain your understanding of the first chapters of Genesis
Give us your understanding of the Trinity.

Salvation (faith and grace)

Give us your views on redemption through the death and resurrection of Jesus Christ.

Sovereignty of God

How do you reconcile the sovereignty of God with the evil, pain and sorrow in the world?

Human tendency to idolatry: (Nature of Sin)

How do you understand sin?

Stewardship of all of life

How do you understand our role as stewards?

Covenantal Ecclesiology: (Christian Church and Community)

When we speak of the Church, what does it mean to you?

How understand the connectional nature of the Presbyterian Church?

do you What is your understanding of the Lord's Supper? What is its significance? How prepare children to come to the table?

Infant Explain to us the meaning of the Sacrament of Baptism. Give us your views on Baptism. Describe your practice of Baptism.

How do you understand the ordination vow to Peace, *purity and* unity.

ministry? How do you understand the ordination question around being a colleague in

Transformation of society

What do you see as the mission of the Church in the world?

Talk about your understanding of the church and it's relationship with society.

ORDINATION STANDARDS

1. Take a moment to read G6.0106b & G6.0108a.,b. Is there any way that you do not meet these standards? Do have any scruples to declare?
2. ***Chapter 2 of the Book of Order covers the Church and its Confessions.*** Read over that chapter. Is there any thing in this chapter that you can not affirm? Do have any scruples to declare?
3. Take a moment to read the Ordination Vows in ***W-4.4003***. Is there any vow that you can not affirm? Do have any scruples to declare?

**Policy and Procedure on Sexual Misconduct
of The Presbytery of Denver
Adopted October 24, 2006**

We believe that Scripture and our faith in Jesus Christ call us to standards of responsible conduct in all of life, including sexual behavior. Human sexuality is an integral part of who we are as persons. However, it can become the basis for oppression, where trust relationships are breached and persons are abused.

POLICY

It is the policy of the Presbytery of Denver that all members of Presbytery (ordained ministers), all persons on other rolls of Presbytery (commissioned lay pastors, commissioned church workers, certified Christian educators, inquirers and candidates), all employees of Presbytery (whether ordained to church office or not), and all who serve or function on behalf of the presbytery as volunteers, are to maintain at all times the integrity of ministerial, employment, professional and ecclesiastical relationships. Sexual misconduct is always a violation of such relationships and of the principles set forth in Scripture. It is never permissible or acceptable.

It is the responsibility of the Presbytery of Denver to respond in a timely and competent manner with regard to any allegations of violation of its policy and procedures on sexual misconduct. It is the Presbytery's desire and intent to provide an effective, caring, just and expeditious response to all persons and entities which may be affected by either an actual violation or alleged violation of professional ethics. Reports of sexual misconduct should always be taken seriously, never disregarded and allowed to circulate without concern for the integrity and reputation of all parties, including the accuser, the alleged victim(s), the accused and the Church. Within the requirements of civil law, privacy of all persons will be respected and all communication kept confidential insofar as possible and appropriate. They should be dealt with confidentially insofar as possible and appropriate. Attempts to obfuscate, dismiss, cover up and/or prevent filing of reports of alleged sexual misconduct shall, in and of themselves, be deemed a violation of this policy.

It is further the policy of the Presbytery of Denver that each of its member churches and entities operating within and/or under the authority of the Presbytery should adopt a policy for safeguarding its children against sexual abuse and inform its congregation of the policy. Copies of such policies should be kept on file with the Presbytery.

PURPOSE

The purpose of this policy is

- to make explicit the Presbytery's opposition to any sexually abusive behavior and/or oppressive, degrading environments in employment and *other Church relationships*.
- to safeguard, insofar as possible, the Church's members, **prospective members and visitors, children who participate in church programs**, and staff from abuse through any form of sexual misconduct.
- to provide appropriate and timely remedies and discipline in cases where this policy of sexual misconduct has been alleged or found to be factual.

- to seek justice by assuring effectiveness of the church's administrative, investigative and judicial process in determining truth, protecting the innocent, and dealing appropriately with those who victimize others.
- to provide pastoral care and to promote healing of all persons and congregations who may be affected by sexual misconduct or an allegation thereof.

APPLICATION

This policy and procedure of the Presbytery of Denver applies only to all continuing members of Presbytery, (all ordained ministers), all persons on other rolls of Presbytery (commissioned lay pastors, commissioned church workers, certified Christian educators, inquirers and candidates), all employees of Presbytery (whether ordained to church office or not), and all who function on behalf of the presbytery as volunteers. **This policy does not apply to persons unless they are either members of Denver Presbytery, on the rolls of Denver Presbytery, serve as employees of the Presbytery or fill recognized staff positions as volunteers.**

DEFINITIONS

In the case of church professionals, no personal sexual contact or conduct, either public or private, is permitted with anyone with whom the individual has a professional relationship. It is the responsibility of a church officer or worker to maintain appropriate sexual boundaries and limitations.

For the purpose of this policy, Sexual Misconduct may include, but not necessarily be limited to:

1. Sexual conduct in relationship to any person when the conduct includes force, threat, coercion, intimidation or misuse of office or position [D-10.0401c(1)]
 - a. Misuse of trust, authority or power in a relationship to gain advantage over another in a sexually abusive, exploitative or unjust manner.
 - b. Sexual malfeasance, defined as sexual conduct within a ministerial (e.g., pastor with a member of the congregation) or professional relationship (e.g., counselor with a client, presbytery staff with a committee member.) Not meant to restrict church professionals from having mutual, social or marital relationships with each other, **with spouses who are also church members or with members of other Presbyterian churches when not in a professional relationship.**
 - c. Sexual conduct, including sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature by a person in authority in which submission to such conduct is made (either implicitly or explicitly) a term or condition of employment or church-relationship status.
 - d. Sexual advances, requests for sexual favors, or other verbal or physically sexual conduct that demeans, ridicules and/or insults a person because of the person's sex, or creates an intimidating, hostile or offensive working or church-relationship environment; or any sexual behavior that continues after it has been

made clear that the behavior is inappropriate or unwelcome.

2. Any sexual contact or interaction between an adult and a child under the age of 18 (or an adult 18 or older without mental capacity to consent) when the child is being exploited for sexual gratification, whether or not the conduct involves touching. All such sexual behavior is always considered forced. [D-10.0401c(2)] Sexual gratification by an adult through the use of pornographic images of children is, for the purpose of this policy, considered child sexual abuse.

Note: Sexual misconduct may occur between members of the opposite sex and/or members of the same sex.

PREVENTIVE MEASURES

While no policy can prevent or eliminate sexual abuse from occurring within the Presbytery, there are measures that the Presbytery can take to reduce its likelihood.

All those for whom this policy applies (see above) shall receive a copy of the policy and sign a written acknowledgment of receipt to be kept on file in the Presbytery office. No person shall be installed, commissioned or appointed to positions of pastoral leadership without having signed the policy acknowledgment statement.

All ministers seeking **membership within** the Presbytery of Denver shall make available to the Committee on Ministry Part II “Sexual Misconduct Self Certification” of the Personal Information Form, or its equivalent form attached to this policy.

Designated Presbytery staff shall conduct governing body reference checks on all final candidates for any position within the Presbytery. In exercising due diligence, the Presbytery, **having secured appropriate releases**, shall make other inquiries and background checks as may be reasonable and appropriate to assess the suitability of a candidate for service in or on behalf of the Presbytery.

Every applicant for employment (or **volunteer filling a recognized staff position**) in the Presbytery shall sign a statement regarding whether any civil, criminal or ecclesiastical complaint related to sexual misconduct has ever been sustained or is pending against the applicant; and whether the applicant has ever resigned or been terminated from a position for reasons related to sexual misconduct.

The Presbytery shall exercise due diligence in conducting reference checks for all lay employee applicants. In the unlikely event that the Presbytery would be directly responsible for any activity involving children or youth, criminal background checks shall be required for all persons covered by this policy who are directly engaged in the activity.

The Presbytery shall, periodically, provide training on sexual misconduct for ministers,

commissioned lay pastors, employees and volunteers. Attendance shall be required of all ministers and others engaged in pastoral or other validated ministry who have been enrolled in the Presbytery since the last training workshop.

The Presbytery shall encourage all those under its jurisdiction to observe practices that promote physical, emotional and spiritual health and wellbeing.

REPORTING PROCEDURE

Reports of sexual misconduct may arise in a variety of ways. Because an individual church or the presbytery cannot control to whom an accuser of sexual misconduct will first speak, it is important that all church leaders and employees understand how reports of incidents are to be channeled to the proper persons.

All reports alleging sexual misconduct shall be directed to either the Stated Clerk or the moderator of the Committee on Ministry or both. Anyone under the jurisdiction of the Presbytery who has a reasonable belief that a violation of the policy has occurred is required to make a report thereof to the Presbytery in a prompt and timely manner. In order that confidentiality be maintained and the procedures of the Presbytery not be compromised, anyone having a reasonable belief that a violation of this policy has occurred shall refrain from propagating rumor by additional reporting of hearsay, allegations or suspicions.

Should the person accused of alleged sexual misconduct not be under the jurisdiction of the Presbytery of Denver, the accuser shall be directed to the governing body having jurisdiction over the accused.

A report consisting of the names of the accused and accuser, together with a brief description of the alleged sexual misconduct along with any available supporting information shall be transmitted to the Stated Clerk in order to initiate the procedures described in this policy, in accordance with the Rules of Discipline, chapter D-10.000 of the Book of Order, and in accordance with pertinent personnel policies for situations involving lay employees. Once the Stated Clerk receives the written report, disciplinary procedures must be initiated whether or not the Stated Clerk is personally persuaded of the truth of the allegations or has access to all the supporting evidence.

Upon receiving the written statement of an alleged offense, the Stated Clerk shall immediately notify the Presbytery Permanent Judicial Commission who will determine whether the accused shall be placed on paid administrative leave, in accordance with procedures described in D-10.0106.

When violation of a criminal statute is believed to have occurred or when otherwise required by civil law, a person having direct personal knowledge of such violation shall also make a report to appropriate governmental authorities. In accordance with Colorado statutes, all

mandated reporters of suspected or known child abuse or neglect shall comply with all civil reporting requirements.

The Stated Clerk shall inform the moderator of the Presbytery, the Committee on Ministry moderator and the Presbytery Pastor when disciplinary procedures pursuant to the Book of Order have been initiated. (By rule, the Presbytery moderator in consultation with the Stated Clerk shall appoint an investigating committee under the provisions of the Rules of Discipline D-10.000.) In addition, the Stated Clerk or other knowledgeable persons shall notify insurance carriers. Notification, as required or appropriate, shall also be made to governmental authorities and employing or governing bodies.

RESPONSE COORDINATION TEAM

The Committee on Ministry moderator, Presbytery Pastor and Presbytery moderator shall constitute the response coordination team. It shall be the responsibility of this team to identify and coordinate appropriate ways to meet the needs that arise in the context of a sexual misconduct case. In addition, it shall make sure that all required or appropriate reporting is accomplished. It shall not engage in any investigative activity. The Committee on Ministry, by nature of its constitutional responsibility to serve as pastor and counselor to the ministers of the presbytery and to facilitate the relationships between congregations, ministers and the presbytery (G-11.0501), shall ordinarily assume a significant role in addressing those needs. However, the response coordination team may also identify additional sources of assistance and shall provide support and guidance to the Committee on Ministry as requested or required.

RESPONSE PROCEDURES

In the pastoral care provided by the Committee on Ministry, there shall be no effort to determine the guilt or innocence of any parties, and the Committee shall work independently of any investigating committee. The work of the committee shall be to supervise and manage ministries of care, oversight, interpretation and reconciliation. It shall seek to provide care and support as may be needed for any session, congregation and/or individual which might be or has been affected by the alleged misconduct throughout the time of the investigating committee work and until final resolution through the judicial process is achieved. In working with the session and congregation, information shall always be provided on a need-to know basis. The work of the committee shall seek to address issues of anger and denial, loss of trust, and other issues that typically accompany abuse allegations and to restore the congregation, insofar as possible, to wholeness and effective functioning. This restorative process may include such things as:

- Recommending specialized interim or temporary pastor services.
- Interpreting the Presbytery's policy and procedure and judicial process as provided by the Rules of Discipline of the Book of Order.
- Providing for conflict resolution, counseling or other specialized services and resources.

In responding to the accuser and/or alleged victim(s) and the accused, the Committee on Ministry or a special committee it may establish or other entities/persons identified by the response coordinating team may take the following actions:

- Advise them of the processes and policies of the Presbytery of Denver (sexual misconduct and personnel policies) and the PC(USA) judicial process.
- Advise them of where to seek therapeutic, legal and/or counseling and/or pastoral support.

Within its absolute discretion, the Committee on Ministry, or a special committee it may establish, may take the following actions:

- Provide for appropriate pastoral care (counseling, advocacy, etc.) for the accuser and/or the alleged victim and other related persons affected by the allegation of sexual misconduct, with the alleged victim's consent.
- Provide for appropriate pastoral care (counseling, advocacy, etc.) for the accused and other related persons affected by the allegation of sexual misconduct.

In all cases where a report of sexual misconduct has been received and a disciplinary case initiated against a member of the Presbytery, the Committee on Ministry, in consultation with the parties to the alleged misconduct, and with the session in the case of the accused being in a pastoral position, may impose the following measures:

- Immediately restrict pastoral activities of the accused, if mandated administrative leave has not been imposed by the Permanent Judicial Commission (D-10.0106)
- Immediately impose supervision of the accused, prohibiting (and monitoring) certain activities such as stipulating no contact with the accuser and/or alleged victim.
- In cases where it is deemed imperative, the Presbytery may proceed to dissolve the pastoral relationship under the provisions of G-11.0103o.

When the accused is an employee of the Presbytery, the personnel committee, in consultation with the Presbytery Pastor and affected parties, may place the accused on temporary administrative leave. All administrative leave resulting from the implementation of this policy ordinarily shall be considered without prejudice and shall continue until the judicial process has been completed.

DISCIPLINARY PROCEDURES

In all cases of reported sexual misconduct of persons under the jurisdiction of the Presbytery of Denver, judicial process in accordance with the Rules of Discipline, chapter D-10.000 of the Book of Order will be implemented. In cases involving employees, the provisions of the personnel policy of the Presbytery will be followed. For employees who are also continuing members of Presbytery, both personnel policy provisions and disciplinary process will apply.

ROLE OF STAFF

The role of staff is to provide a channel for communication and to describe existing process. The role of the Stated Clerk is limited to receiving reports of allegations and serving as the interpreter / manager of judicial process. The role of the Presbytery Pastor is to serve on the Response Coordinating Team, to provide counsel and management at the direction of the Committee on Ministry, and within the limitations of judicial process to provide pastoral care to the accused.

**Committee On Ministry
Presbytery of Denver
Memorandum Of Understanding
Statement of Ethics For Former Pastors
Adopted by the Presbytery of Denver May 22, 2007**

When a pastor leaves a church, there are bonds of affection between the minister and members of the church which continue to be cherished. Relationships of friendship continue, but the pastoral relationship does not.

The Committee On Ministry recognizes there are potentially difficult situations involving the relationship of the minister and his/her former congregation. This also applies for associate pastors and temporary pastor situations. In order to assist the pastor and the congregation to avoid awkward situations and to encourage the new pastoral relationship that will be established, the following ethics have been adopted by the Committee On Ministry:

1. For the health and welfare of the church, it is important that the former pastor and his/her family find another church to attend. The former pastor's continued presence in the life of the church almost always hinders the congregation and the incoming pastor in developing the necessary relationship for successful ministry.

This can be a difficult and painful event for the former pastor and his/her family. However, considering the needs of the church, the best interests of all involved are better served by the former pastor and family participating in another church.

2. The former pastor shall avoid all conversation and communication with church members about the new pastor, as well as problems and issues regarding the former church. If approached, the former pastor needs to tactfully explain that ethics do not permit such a discussion.

3. Participation by a former pastor for any pastoral function shall be only at the initiation and invitation of the moderator of session, in consultation with the Committee On Ministry.

In almost every instance, the former pastor should avoid participation in funerals, weddings, baptisms, etc. in the former church. This practice will be difficult, but if the first invitation is accepted there is little reason to refuse other requests. At all times, the former pastor should remain sensitive to possible tension that can arise from his/her presence in the former church.

In short, church members should not request a former pastor to perform pastoral duties. If requested the former pastor should tactfully decline.

4. The Committee On Ministry welcomes and encourages consultation, interpretation or resolution regarding these ethics as needed by session, congregations, former pastors or incoming pastors.

5. Representatives of the Committee On Ministry shall review and provide a copy of these ethics to departing pastors and to sessions prior to the election of a Pastor Nominating Committee. In addition, a letter regarding these ethics shall be shared with the congregation_

6. Representatives of the Committee On Ministry shall inform incoming pastors and provide them with a copy of these ethics prior to their reception into the Presbytery of Denver. A signed verification shall be retained in COM files.

7. Incoming pastor's verification: I hereby verify that I have received a copy of the Statement of Ethics For Former Pastors. I further verify that I fully understand and will abide by the Statement of Ethics For Former Pastors.

Date

Signature
