



ALC CONGREGATIONAL CALL MANUAL

Index

Call Process Outline.....	3
<i>Introduction</i>	3
<i>Basic Call Steps</i>	4
Farewell.....	4
<i>Basic Farewell Steps</i>	4
<i>Steps to Terminate Call</i>	4
<i>Exit Interview with Pastor</i>	6
<i>Taking Time to Say ‘Goodbye’</i>	6
Interim Ministry.....	6
<i>Basic Interim Call Steps</i>	6
<i>Interim Pastor is Not an Eligible Call Candidate</i>	7
<i>Interim Pastor Call Process</i>	8
<i>Interim Pastor Interview</i>	8
<i>Welcome – Blessing of the Interim</i>	9
<i>Letter of Agreement for Interim Pastoral Ministry</i>	9
<i>Congregational Exit Interview with Interim Pastor</i>	9
<i>Review of Interim Pastorate</i>	9
<i>Farewell to the Interim Pastor</i>	9
Self-Study.....	9
<i>Congregational Profile</i>	10
<i>Congregational Challenges</i>	10
<i>Pastoral Position Descriptions</i>	10
<i>Caring for Pastors</i>	10
Call Committee.....	12
<i>Selecting a Call Committee</i>	12
<i>Congregational Council</i>	12
Call Process.....	13
<i>Basic Steps in the Call Process</i>	13
<i>Search</i>	14
<i>Selection and Election</i>	15
<i>Interviewing a Pastor</i>	15
<i>Congregational Call Meeting</i>	20
<i>Guidelines for Pastors in the Call Process</i>	21
<i>Call Start-up</i>	23
Installation.....	24
Appendix A—Exit Interview Questions for Leaving Pastor.....	25
Appendix B—Farewell and Godspeed to the Leaving Pastor.....	26
Appendix C—Interim Pastor Interview Questions.....	27
Appendix D—Welcome Service for Interim Pastor.....	28
Appendix E—Letter of Agreement for Interim Ministry.....	31
Appendix F—Interim Pastor Exit Questions.....	35
Appendix G—Interim Pastorate Review.....	36
Appendix H—Farewell and Godspeed to the Interim Pastor.....	37
Appendix I—Congregational Profile.....	38
Appendix J—Congregational Challenges.....	41
Appendix K—Pastoral Position Description.....	43
Appendix L—Congregational Summary.....	52
Appendix M—Consent to Criminal History & Background Check.....	64
Appendix N—Sample ALC Letter of Call.....	65
Appendix O—Installation Service.....	69

Call Process Outline

Introduction

Within the community of the Evangelical Lutheran Church, it is generally accepted that the individual congregation has the divine right to call whom they please. However, when it comes to exercising the individual right to raise up pastors to serve, most congregations have chosen to exercise this authority collectively with other like-minded congregations.

Those congregations that have chosen to associate in a relationship called Augsburg Lutheran Churches (ALC) have also agreed to maintain certain standards regarding education, internship, doctrine and behaviors. ALC congregations accomplish this through:

1. a colloquy process that seeks to screen clergy applicants to member churches against these standards,
2. an on-going educational program to ensure its clergy are growing in their skills, and
3. a discipline process to uphold the minimum requirements expressed in the ALC Ministry Standards.

This manual is intended to help guide member congregations through the often confusing and difficult, but ultimately rewarding process of saying “good-bye” to one pastor to calling a new one. It is recommended that this guide be made available to, at a minimum: the church council, the call committee and the former pastor.

Call documents serve as the official statement of a calling congregation at a given time. They not only represent a call from God Himself, but also a solemn agreement—a contract—between the pastor and the congregation. Those authorized to enter information or sign the call documents are advised to take seriously the official act in the name of their congregation. It is important to portray the call and all of its accompanying obligations accurately, so that the expectations of all parties are clearly understood by all.

Important: All congregations that are members of ALC MUST call pastors that are and remain in good standing on the ALC List of Clergy. Therefore, it is advised that all candidates being considered by a congregation complete the ALC colloquy process and be approved by their colloquy committee prior to being considered beyond a telephone interview. Also, a standard criminal background check will not be undertaken on any clergy not currently on the ALC List of Clergy.

ALC BOARD OF MINISTRY

Basic Call Steps

1. Farewell
2. Interim Ministry
3. Self-Study
4. Call Committee
5. Call Process
6. Issuing the Call
7. Installation
8. First Two Years

Farewell

Basic Farewell Steps

1. Determine steps to terminate call
2. Exit interview with pastor
3. Taking time to say 'goodbye'
 - a. Farewell reception to honor outgoing pastor and family
 - b. Worship service recognition and farewell litany
4. Handling some difficult situations

Steps to Terminate Call

If the current pastor is voluntarily terminating his call and by deciding to take a call to another congregation, retire or pursue another profession, it is recommended:

1. the outgoing pastor should give advance notice of four weeks to the congregation
2. the Augsburg Pastor shall be notified so that assistance may be given to the congregation and outgoing pastor
3. committee of three laity be appointed by the church council to oversee the termination process

4. the committee and the outgoing pastor jointly determine what records, equipment and other items are personal property to the pastor and what records, equipment and other items remain with the church
 - a. Outgoing pastor should leave behind copies of all worship bulletins, sermons, Bible studies, programs, records on parishioners not considered to be under the seal of confession, and other such work product related to his ministry
 - b. Outgoing pastor retains exclusive copyright to his own work product and to its use, excepting the congregation's limited rights below
 - c. Congregations retains a non-exclusive right to use of the outgoing pastor's work product to be used in that congregation only
 - d. Items purchased for the pastor's use in serving the congregation and paid for directly by the church should remain with the congregation, unless other arrangements or understandings have been made
 - e. Items purchased by the pastor for his use in serving the congregation remain his personal property
 - f. If there is any dispute as to any of the above, the pastor and the congregation may each appoint an arbiter and they in turn may select a third to decide the difference of opinion, or ALC can appoint a neutral party acceptable to both parties to mediate
5. The outgoing pastor is forbidden by ALC Ministry Standards from interfering in the congregational call process in any manner whatsoever and should refrain from giving his opinion or affecting the process, directly or indirectly

If the current pastor's call is being involuntarily terminated, then he should cease serving the congregation immediately upon this determination. All of the above steps may be followed with the exceptions:

1. outgoing pastor's keys are turned in immediately
2. outgoing pastor shall not enter or cause others to enter the congregation's property on his behalf
3. all property that belongs to the congregation or is in dispute shall be immediately placed in the custody of the congregation
4. all property that belongs to the pastor shall be inventoried and returned to him with a receipt he signs acknowledging his receiving it
5. the Augsburg Pastor shall be immediately notified so that assistance may be given to the congregation and pastor, and to determine the cause of the involuntary termination and whether further action is necessary

Exit Interview with Pastor

Under most circumstances an exit interview (Appendix A) with the outgoing pastor is desired to:

1. assist the congregation in planning the continuation of meeting its needs, including adjusting current practices where necessary
2. assist the call committee in understanding the requirements for the next pastor
3. improve the assistance that ALC can offer to the congregation and the outgoing pastor

It is recommended that the termination committee conduct the interview in a relaxed setting. The atmosphere and conduct of the interview should be one of bringing out useful information and not judging the outgoing pastor's performance. It should be collaborative and confrontive. Notes should be taken and open ended follow-up questions used ensure each item is fully covered.

Plan a special meeting with your terminating pastor including appropriate leaders of the congregation and the church staff. Make it informal and open, understanding it to be a learning and growing experience for everyone.

Taking Time to Say 'Goodbye'

It is important to recognize the ministry of the outgoing pastor to the congregation in his last worship service (Appendix B). This rite takes place in the Divine Service before the Prayer of the Church or preceding the canticle in one of the Daily Offices. Whenever possible, this rite is conducted by another ALC pastor. In the absence of a pastor, the council president conducts the rite.

It is also important to have a time of fellowship and warm good-byes. At the conclusion of the Worship service (or other appropriate time), there can be a luncheon or reception where closure for all can take place.

Interim Ministry

Basic Interim Call Steps

1. Interim Pastor is NOT an Eligible Call Candidate
2. Interim Pastor Call Process
3. Interim Pastor Interview Questions
4. Welcome and Installation of the Interim
5. Letter of Agreement for Interim Pastoral Ministry

6. Congregation Exit Interview with Interim Pastor
7. Review of Interim Pastorate
8. Farewell to the Interim Pastor

Interim Pastor is Not an Eligible Call Candidate

The ALC Ministry Standards call, in part, for an ALC pastor to:

- ✘ That I will avoid any abuse of the power of the office of the ministry for coercive or self-serving purposes;
- ✘ That I will shun divisiveness and never meddle in the affairs of churches to which I am no longer called;

It is with this in mind nearly every Christian denomination, and Lutheran Churches in particular, forbid pastors serving in an interim capacity from seeking or accepting a permanent call from the congregation that they are serving in an interim capacity. Long experience with circumstances where this has been allowed to occur have revealed that it is a boundary violation that sets a pattern for future interactions between the former interim pastor and the calling congregation. These are but a few of the more obvious reasons that this is unethical and unhealthy:

1. An interim has an advantage over other possible candidates because of more visibility to the congregation and thus is interfering with the call process and taking advantage of the power of the office.
2. An interim will always have a following, but will also almost always have those who are not favorably committed to him. Thus, whether called or not there will be ongoing divisiveness and the pastor's call will be always open to question.
3. If the interim is considered in a pool of candidates and not selected, there will be a period of discomfort interfering with the remainder of the interim call.
4. The other candidates cannot be fairly considered since they will have a short exposure to the call committee and congregation, whereas the interim preaches, teaches and visits every week.
5. Interim ministry is unique. There is always a period for healing and reflection that can cause an emotional attachment out of proportion to the interim's actual skills and fit for the congregation. Similar to forming an unhealthy attachment to a doctor or lawyer who sees you through troubling times.
6. Other pastors will know of the pastoral ethics involved and will know that those have been broken if an interim is called. The result will be a lack of fellowship and broken relationships with other pastors.

7. An unhealthy precedent is set which results in pastors seeking interim positions with the strategy of being in a better position to be considered and called as the regular pastor.

Interim Pastor Call Process

Immediately upon learning that the current pastor is leaving, and at the same time as the Farewell process is proceeding, the following steps need to be taken:

1. Notify the Augsburg Pastor with the name of the chair of the Interim Call Committee and, if desired, request a list of candidates for an Interim Pastor. Sometimes congregations have the church council act as the Interim Call Committee. It may slow down the process for finding a new Pastor if the Call Committee acts in both capacities.
2. The Interim Call Committee Chair will be sent a Congregational Profile and Pastor's Profile to be filled out and returned. After this is received the Interim Call process can begin.
3. The Augsburg Pastor will contact eligible pastors who may be interested in an interim call and forward the list to the Interim Call Committee chair.
4. Candidates then may be interviewed via telephone and one or two selected to visit the congregation to interview for the position.
5. Interim calls usually last from six months to two years. The time it takes to find a Confessional Lutheran pastor is becoming longer and longer as fewer are entering the ministry.

Interim Pastor Interview

An Interim Pastor is intended to provide healing and a buffer between the former pastor and the new pastor. No matter the circumstances, it is traumatic and creates some loss of permanence and hurt whenever a pastor leaves. Some will favor getting a new pastor exactly like the former one. Some will want to change everything and so will want a new pastor the opposite of the old one. And some will leave no matter what is done.

Therefore, the Interim Pastor allows time to be placed between the old and the new, and allows the congregation to deliberate about what God is calling them to be and thus what kind of skills are needed in the new pastor. Interim Pastors are usually retired pastors who have gained much wisdom in dealing with these emotions and can provide guidance for the church as they proceed in calling a new pastor. (Note: The Interim Pastor, though ineligible to be called as the new pastor, is still forbidden to interfere with the call process for the new pastor.)

Therefore, care should be taken to interview the Interim Pastor to ensure that his skills and objectives are in line with the needs of the congregation at this time (Appendix C).

Welcome – Blessing of the Interim

A welcome for the new Interim Pastor should be performed at the first worship service that he is in attendance (Appendix D).

Letter of Agreement for Interim Pastoral Ministry

In order to ensure that the objectives and expectations on both sides—congregation and Interim Pastor—are clearly understood, a letter of agreement should be executed (Appendix E).

Congregational Exit Interview with Interim Pastor

An interim ministry is understood and defined as a process of healing, adjustment and change. The insights and discoveries from this intentional time of reflection need to be captured and integrated into the life of the congregation. A valuable step in this process is to understand the results of the interim period by means of an “exit interview” with the out-going interim minister (Appendix F). Interview questions are used as a guide to help focus the information and experiences of the interim minister.

Following the interview, it is recommended that the responses and the discussion be summarized and reported to the appropriate groups in the church and to the congregation.

Review of Interim Pastorate

Immediately after the exit interview questions, a formal review needs to be written while the information is fresh in everyone’s minds (Appendix G). This interview should be copied to the Augsburg Pastor to assist in making recommendations for future interim ministries.

Farewell to the Interim Pastor

In order to bring closure to the interim ministry and to allow for good-byes, a formal farewell and Godspeed should be included in the Interim Pastor’s last Worship service (Appendix H)—usually at least two weeks prior to the new pastor’s arrival.

It is also important to have a time of fellowship and warm good-byes. At the conclusion of the Worship service (or other appropriate time), there can be a luncheon or reception where closure for all can take place.

Self-Study

Concurrent with the task of calling an interim pastor, there are three items for the Call Committee to complete:

1. Congregational Profile—A profile that enables the determination of the mission and ministry of the congregation.

2. **Congregational Challenges**—A study that uses the Profile to help determine leadership challenges.
3. **Position Descriptions**—The Challenges study is used to describe skill sets needed by the new pastor.

Once the Call Committee begins identifying the leadership characteristics and gifts the next pastor should have to lead the congregation into its future, it is both wise and beneficial to have a leader who can "build on the strengths of the congregation." Sometimes there is a tendency to seek a leader who will fill in the gaps or address the perceived weaknesses of the congregation, rather than build on the strengths. That is a much less desirable and effective way to accomplish the mission and ministry of God's people.

Congregational Profile

The Congregational Profile is intended to give insight into the demographics and cultural environment in which the congregation ministers (Appendix I).

Congregational Challenges

The Congregational Challenges report is intended to examine the specific opportunities that are unique to this particular congregation (Appendix J).

Pastoral Position Descriptions

The Position Description (Appendix K) is intended to clarify exactly what the congregation has discovered as its needs through the Congregational Profile and Congregational Challenges assessments. It should act as a guide for the selection to call the new pastor, as well as form the basis for quarterly and annual reviews.

Caring for Pastors

It has been correctly stated that being a pastor is one of the most difficult of all career fields. The stresses, the number of hours worked, the always availability, the pressures on his family, all add up to the fact that being a pastor is one of the most difficult and demanding of all vocations.

Scriptures are also concerned about caring for pastors. That is especially the case when it comes to how pastors are compensated. Paul tells us in I Timothy 5:17-18, "Give double honor to spiritual leaders who handle their duties well. This is especially true if they work hard at teaching the word of God. After all, Scripture says, "Never muzzle an ox when it is threshing grain," and "The worker deserves his pay."

Just how a congregation goes about determining what compensation is appropriate depends on several factors, such as:

1. the number of years the pastor has served in the ministry, an allowance for measuring merit increases, how the pastor compares to his peers and whether or not he has attained an advanced degree;
2. the cost of living at the location of the congregation;
3. the setting, size and income of the congregation (i.e., urban, rural, number of communicant members, etc.);
4. the housing arrangement for the pastor (parsonage, parsonage plus equity allowance, or housing allowance);
5. the method for handling car allowances (a fixed sum or a per mile reimbursement);
6. vacation time, benefit plan coverage and social security expenses.

Suggested Salary and Benefits Guidelines

Using the above background information, the congregation may consult the resources of two larger Lutheran denominations for compensation guidelines:

For clergy in the ELCA (each Region is similar but different from the example):

1. Go to www.elca.org
2. Select “Synods and Regions” from the “Selected Topics” drop-down menu
3. Find your appropriate region and click on the map
 - a. Example: For El Paso, Texas click on “Region 2” and then on “2E Rocky Mountain Synod” and finally on the “2E Rocky Mountain” link. That takes you to the Synod homepage, where you can click on “Leadership” button at the top, which presents you with a page of resources. Under “Ministry Personnel” click on the link “Compensation Guidelines for Rostered Leaders.”
 - b. The webpage then displayed has all that you need to calculate the ELCA suggested compensation package for pastors in your area.

For clergy in the LC-MS:

1. Go to www.lcms.org
2. Click on “Directories”
3. Click on “Districts” and select the appropriate District from the map.
4. Follow the link to the District web site.

- a. Example: For El Paso, Texas click on “Texas.” Then click on the link Web Site: <http://www.txdistlcms.org> which brings you to the District website. Click on the “Resources” button on the top and search for “Congregations”
- b. There is no uniform pattern for which LC-MS Districts post their salary guidelines and where they are posted. If they are not available at the District website, try searching through Yahoo or Google with the name of the District and the words “salary guidelines”.

Call Committee

Selecting a Call Committee

The constitution governing the individual congregation will determine whether a call committee is appointed or elected and the process by which it is done. It both desirous and is likely that members of the call committee do not also serve on the congregation council. It is important that the council can act independently of the call committee and vice versa, so that they each act to hold the other accountable.

The composition of the call committee should intentionally reflect the makeup of the congregation, assuring representation of gender and age are represented, as well as representation from various segments of the ministry of the congregation, such as Worship, Youth, Education, Evangelism, etc.

The congregational constitution also usually provides for alternates and covers the processes for seeking candidates and bringing one or more candidate to the council and congregation for a call vote.

Congregational Council

The congregation council needs to inform the call committee concerning information regarding salary and benefit possibilities that the congregation can offer. Salary and benefit considerations are not matters which are to be negotiated between the candidate and call committee. The call committee, for example, does not have the authority to commit the congregation to a dollar figure or an extra week of vacation or educational leave. Any compensation negotiations need to take place directly between the candidate and the council.

The congregation or congregation council also needs to authorize funding to the call committee for its use in carrying out its responsibilities, such as cost of travel, meals and hotel expense for candidates invited to come to interview, or for travel by the committee to hear a candidate preach at some other location.

Prayer is important for the call committee and the entire congregation throughout this process. Call committee members are encouraged to commit themselves to pray for one another and for the work of the Holy Spirit among them as they seek to discern God's will for their congregation. Special prayer at worship and during other

meetings of the congregation is encouraged. When the call committee is selected, the names of the members are made public, with request that special prayers be made on their behalf.

Call Process

Basic Steps in the Call Process

Search:

1. Call Committee sends Congregational Summary (Appendix L) and names of any congregation-suggested candidates to Augsburg Pastor
2. ALC evaluates needs of congregation and available candidates
3. ALC gives list of candidates and their colloquy information and Pastoral Profile to Call Committee
4. Call Committee selects candidates to interview via telephone
5. Call Committee asks ALC to conduct background check on one or two candidates
6. Call Committee invites one or two candidates to on-site interview
7. Call Committee recommends choice to Council and informs ALC
8. Call Committee communicates with candidates regarding choice

Selection and Election:

1. Council receives Call Committee's recommendation and recommends to congregation
2. Council meets with candidate to discuss compensation package
3. Council notifies candidate and ALC
4. Congregation votes to call candidate
5. Council prepares letter of Call and Compensation forms
6. Candidate has four weeks to respond

Call Start-up:

1. Council notifies congregation and synod of acceptance or rejection of call
2. Council arranges starting date, installation date, and moving arrangements with candidate

3. ALC installs new pastor in congregation

Search

Immediately after a Call Committee is chosen, the Augsburg Pastor should be notified with the name of the Call Committee chair.

1. The first step is to place a notice on the ALC website www.augsburgchurches.org. Placing ads on other ‘Lutheran’ websites should be used cautiously, as candidates sourced need to successfully pass the ALC Clergy Colloquy.
2. The Augsburg Pastor in coordination with other ALC pastors will recommend to the Call Committee names of possible candidates. If the Call Committee wishes to suggest names for consideration, please call the ALC National Office with this list. The Augsburg Pastor or his designate will personally contact the men considered and inquire if they wish to have their names listed for Call. This is done before recommending any candidates, thus eliminating those who do not wish to be considered, so that the Call Committee will only expend its efforts on viable candidates.
3. Names and resumes will be sent to the congregation from the Augsburg Pastor. The congregation then may proceed to consider those recommended. It is the responsibility of the congregations to pay for travel expenses incurred if an on-site interview is conducted. Some congregations use telephone interviews with pastors to help determine whether they invite the candidate for an on-site interview. It is usually wise to ask one or two favored candidates to come and preach on a Sunday and meet with the Call Committee. The congregation always has the option to reject a name outright as well as ask for additional names.
4. All pastors serving ALC congregations must have a background check and have successfully completed the ALC Colloquy process so that they are listed on the ALC List of Clergy. Therefore, when it seems that the Call Committee is seriously considering a candidate, they must ensure that the candidate signs a release for ALC to conduct a criminal background check (Appendix M), and to enquire into references and prior employment, and that the candidate has successfully completed the ALC Colloquy process. The Augsburg Pastor can guide you through this process. There is a small pass-through cost.
5. Confidentiality—all information, discussions and contacts with ALC and potential candidates are strictly confidential within the Call Committee, until a candidate has been selected to refer to the council for a congregational vote. Information regarding the selected candidate may only be released to the council with its admonishment as to its confidentiality. General information should be provided to the congregation prior to a vote on a Call.

Selection and Election

The calling congregation's procedures for selecting and voting to extend a call are guided by their own constitution, by-laws and resolutions. However, the foremost question for the Call Committee always is whether this is the person God requires this congregation to have as its pastor. Human preferences and personalities should never come before the mission to which God calls His church. That is why every meeting of the Call Committee should start with a prayer for the guidance of the Holy Spirit in the work that is being done.

Pastors are both called and hired to serve a congregation. Paul used two related words to describe his friend Titus: "...he is my partner and fellow worker among you..." (II Corinthians 8:23). The term "partner" that Paul uses is the Greek word *koinonia*—a deep and abiding fellowship between fellow Christians. The term "fellow worker" is from the Greek word *synergos*—or synergy.

By this Paul means to bring into focus the dual nature of a pastor. He is both a fellow worker and in a synergistic relationship from which both parties are able to do more in proclaiming the Gospel than they could otherwise on their own. Thus, as the called undershepherd, he is to be respected and lead the congregation in spiritual matters. And, as the one hired to serve the congregation, he is under its authority and accountable to how he exercises his role as the undershepherd. This accountability is both to the congregation he serves and to the church-wide affiliation of ALC to which both belong.

Interviewing a Pastor

1. Preparing for the Interview

- a) Call a meeting before any interviews are held.
- b) At this meeting decide:
 - i) What questions will be asked each candidate
 - ii) Length of time each interview will run

2. Whether or not the spouse will be invited

- a) Send the following information to each candidate prior to the interview:
 - i) Annual report
 - ii) Recent worship bulletins
 - iii) Past three Newsletters
 - iv) Constitution and By-laws

- v) Mission statement
 - vi) Community information such as schools, parks, local newspaper, cultural opportunities, recreational opportunities
 - vii) Other information you consider pertinent to your situation
- b) Send diagram of airport and note where you will meet the candidate
3. The ALC will provide each candidate with a copy of the Congregational profile.
 4. Consistency is important. For each candidate interviewed—in person or via telephone—the same questions should be asked, the same time allocated for the interview, the same person should chair the interviews and the circumstances of the interview should be the same.
 5. Members of the Call Committee should meet together for a few minutes prior to each interview to review the procedure for the formal interview.
 6. Conducting the Interview
 - a) Getting acquainted. This may include a tour (community, church, parsonage), a meal or other fellowship time. You may choose to include the spouse in this.
 - b) Prayer by a member of the Call Committee.
 - c) Start with introductions to get to know the individual as a person, and in turn for him to get to know the Call Committee personally.
 - i) Tell us about your family.
 - ii) Describe your education and ministry experiences.
 7. Selected questions. This is the formal part of the interview where you will ask your pre-selected questions.
 8. Follow up questions. These are appropriate after each question to clarify what has been heard.
 9. Following the final questions, Call Committee members have the opportunity to ask questions that pick up on and lead beyond information that has already been shared. The chair takes responsibility for regulating time for each section of the interview, making sure each member of the committee has an opportunity to speak.
 10. Pastor's questions and response. Ask the candidate what more he would like to tell the committee and what the candidate would like to ask the committee.
 11. Tips on Listening

- a) Interest. Consider the person as a vital candidate for your parish who has invested time and effort to be with you. Therefore, the pastor is worthy of your interest and attention.
- b) Patience. Give the person time to give thoughtful answers.
- c) Linking. Build the interview on what the applicant has already said asking questions that pick up on and lead beyond information that has already been shared in the interview. Probing indicates to the person that you are listening and also eliminates the distracting necessity of trying to think up the next question.
- d) Alertness. Listen for key words and phrases to be sure that they are understood.
- e) Concentration. Listen for main ideas, not just facts and figures. Ask yourself, "What is the person telling me?"
- f) Clarify questions. Ask clarifying questions to make certain that you are really understanding what the person is saying. If something isn't clear, by all means ask that it be clarified. This does not reflect ignorance or inability on your part. Instead, it demonstrates that you are truly interested and are trying to understand what the person is attempting to communicate.
- g) Deliberation. Withhold evaluation and decision until the interview is completed. Hear the person out before deciding.

12. Conclusion of Interview

- a) When the interview is completed
 - i) Thank the candidate for coming
 - ii) Make arrangements for the payment of expenses related to the interview (travel, meals, lodging)

13. Let the candidate know that you will keep him informed of your progress until a decision has been reached. It is crucial to notify the candidate immediately when they are no longer being considered by your committee

14. Have a meeting immediately following the interview to discuss and record what has just taken place.

15. Tips on Asking Questions

- a) Open-ended Questions
 - i) Use open ended questions that elicit a three dimensional picture of the candidate

- ii) Examples: Tell us about your family. What do you most enjoy doing? What are your personal and work goals that would be important in considering a call to another parish? Describe what you would consider to be your most enjoyable kind of ministry and tell us why.

b) Composing Questions

- i) Try to limit the total number of first questions to around ten. Taken together with follow-up questions and clarifications, this will make for well rounded interview.

- ii) Example questions:

- (1) Tell us about your theology and how that gives direction to your ministry.
- (2) What are your goals in ministry?
- (3) What areas of ministry have you found frustrating and/or difficult?
- (4) What are some dreams that you have as a parish pastor?
- (5) Tell us about your call to be a pastor.
- (6) What does it mean to be a good pastor in our world today?
- (7) Share a specific story that has shaped your life and faith.
- (8) How would you describe your style of ministry?
- (9) How do you view your ministry as related to: singles, senior citizens, women's groups, men's groups, young children, youth?
- (10) What is your understanding of worship in the life of the congregation? How important is the sermon? Baptism? Holy Communion?
- (11) As you are preparing the worship service and sermon, what do you hope will happen to a person worshipping?
- (12) How do you select your sermon topics?
- (13) What is your understanding of pastoral care in a parish? How do you balance these needs with worship and teaching responsibilities?
- (14) What do you see as a pastor's role in counseling?
- (15) How would you emphasize mission?
- (16) What role would you take in the education program of the congregation? Sunday School?

- (17) Vacation Bible School? Confirmation? Adult Education? Church Women? Youth?
- (18) How do you understand evangelism and how would it be implemented during your ministry?
- (19) What are some things a parish can do to attract a person who does not come to church, does not send children to Sunday School, and does not otherwise seek out the help of the pastor?
- (20) What is stewardship and what role does stewardship education play in your ministry?
- (21) Considering today's world and our North American culture, what do you think the church should be saying and doing? Is there anything special that we as Lutherans ought to be saying and doing?
- (22) How do you see the connections between the local congregation, the mission of the ALC and the Christian church on earth?
- (23) What do you see as the church's involvement in the community and how do you see yourself involved in the community?
- (24) What do you do for growth in your spiritual and devotional life?
- (25) What kind of continuing educational opportunities have you found most meaningful?
- (26) What do you feel is the role of visitations for a parish pastor and how would you do it?
- (27) Give an example of how you have dealt with conflicting points of view.

16. Role of the Candidate's Family

- a) The call is to the pastor, not the spouse. Therefore, normally the spouse would not be present during the interview.
- b) Instead, invite the spouse to join in all other parts of the visit such as a tour of the community, tour of the church buildings and parsonage, etc. The committee should see that the spouse is entertained during the interview. Check with the pastor to see if children will be coming. If so, be sure that proper child care is available.

17. Terms of the Call

- a) Normally terms of the call are not discussed at the interview. However, these should be discussed and agreed with the candidate prior by the council prior to the congregational call meeting.

- b) When discussing the terms of the call, the council should make use of salary guidelines discussed previously. The ALC can assist with this, if asked.
- c) The terms of call must be authorized by the church council and the congregation before a call can be extended to a specific pastor.
 - i) Salary and benefits (such as vacation time, continuing education time and funds, pension and medical coverage)
 - ii) Housing—a parsonage or housing allowance
 - iii) Automobile expenses—allowance, reimbursement, etc. Travel allowance is a business expense of the congregation, not a benefit to the pastor.
 - iv) Every part of the financial terms of the call have Federal tax consequences, and may have a State tax consequences. See the LC-MS publications Taxes and Ministers and Congregational Treasurer's Manual at www.lcms.org under “Resources for” and then select “Congregations.”

18. Checklist

- a) Phone candidates to arrange interview.
- b) Send information packet to candidates.
- c) Make arrangements for meals and tours and overnight accommodations if necessary.
- d) Send thank you letters and expense checks after the interview.
- e) Be hospitable. Designate some one to greet and welcome the candidate and host him until the call committee is ready to begin the interview.
- f) Complete a report of the interview.
- g) Immediately notify the candidates who are no longer being considered.

Congregational Call Meeting

The congregation council should set a date for a special congregational call meeting following their own constitutional and by-law procedures. Once the date has been established, the council should follow the congregational constitution in notifying all eligible voting members of the special meeting. A mailing to notify members may include a brief statement from the call committee and information about the recommended candidate's experience and qualifications.

In preparation for the congregational call meeting, the Council should review and have at hand portions of the congregation constitution relative to the calling of a

pastor, including the number of voters required for a quorum and the definition of a voting member.

The special meeting of the congregation to consider the calling of a pastor should open with prayer. The chair may then establish that a quorum of members is present and ask that this number be recorded in the minutes. Information concerning the proposed candidate should then be presented to the congregation. The congregation should then be invited to address questions about the proposed candidate to representatives of the congregation council and call committee.

The vote to call a pastor must be by secret ballot.

Counters should be appointed by the council president to distribute, collect and count the ballots. The chief counter should then report the vote outcome to the chair of the congregation council who announces the results to the congregation. Careful minutes must be taken.

At the conclusion of the meeting, the congregation council chair should express gratitude to the call committee for its work and assistance in the call process. If an approval to call takes place, the congregation should be informed that the candidate has 28 days to consider the Call and will normally notify the Congregation of his decision within that time.

If the required percentage majority vote to call is not met, the chair of the congregation council declares that the candidate has not been called. When possible, the congregation council chair and chair of the call committee are advised to talk with the Augsburg Pastor to discuss the failure to elect and to initiate a renewal of the search process. Other congregation council members and call committee members may be included in this meeting, if desired.

Guidelines for Pastors in the Call Process

When a pastor receives a call to a different location, the following should be used. While the calling process can be a traumatic time for a pastor, the family, and the congregation/school, the call process is part of our church doctrine and practice. That being true it is necessary that to preserve continuity in ministry, consideration of a call proceed in an orderly and decent manner.

1. Proper lines of communication—When a serving pastor receives a call, it is important that communication proceed in three directions:
 - a. **The calling congregation**—Once the call document and the accompanying information are received, the commissioned minister should notify the calling congregation by letter that the materials have been received. The letter should contain an assurance that the call will be seriously considered with prayer, asking the guidance of God himself. The individual should inform the calling congregation of his intended

- procedure for considering the call, i.e. if he intends to visit, as well as the time by which he hopes to reach a decision.
- b. **The congregation presently being served**—Since the call is a public act, the commissioned minister is advised to immediately inform his present congregation that he has received a call. Immediate contact with any other serving pastors and president should be followed by an announcement on the next Sunday, either verbally or through a written notice in the bulletin. This should be done in a way that encourages prayer and discussion as you seek the Lord’s will. (A call should never be used as a “bargaining chip” to enhance the current position.)
 - c. **The Augsburg Pastor**—Because we walk together in the ALC, the called individual should send copies of all correspondence dealing with the call to the Augsburg Pastor.

2. Guideline to Assist the Call Candidate’s Decision

- a. **Setting a target date**—It is strongly encouraged that the called individual establish and publish a deadline by which he will decide to accept or decline. This is only fair to both the present congregation and the calling congregation. It is suggested that the call be considered for a three to four week time frame and, except for extremely unusual circumstances, should not exceed six weeks. If a decision has not been reached in that time frame, perhaps the Holy Spirit is telling the individual to stay where he is.
- b. **Receiving appropriate counsel**—While the decision to accept or decline a call rests with the individual, it would be well if, as part of his consideration, the advice of pastor, colleagues, ALC officials, and members of the congregation.
- c. **Visiting the calling congregation after the call has been received**—It is common for calling congregations to provide for an onsite visit for individuals called to serve as a pastor. Before visiting, it is wise to make sure who is responsible for the costs of the visit. If a visit is made, conversations should be scheduled as appropriate with other pastors and the council members.
- d. **Review the call documents**—Read the call document and all accompanying materials carefully. Draw up a list of questions to be answered by the calling congregation. These questions can usually be answered in phone conversations.
- e. **Decision-making process**—While each individual will develop his own process to reach a decision, it is often helpful to develop two lists. One list identifies positive reasons for accepting the call. The second list identifies positive reasons for remaining in the current ministry. Above all, pray, and invite others to pray on your behalf. The Spirit may speak loudly or in a

“still, small voice.” Once you have reached a decision, live with it for two or three days. That will often give you guidance in the correct direction. Invite your spouse (if applicable) to “live” both decisions with you. Discuss it between the two of you. In reaching your decision, “Go” to a new ministry. Don’t “leave” your present one. Once you have reached a final decision, don’t look back.

3. After the Call Decision

- a. If the call is decline—Notify the calling congregation by phone and follow with an appropriate letter of declination. If there are some specific reasons relating to that congregation which contributed to the declination, it is appropriate, and helpful to the congregation, if you identify them in your letter of declination. Copies of this letter should be sent to the Augsburg Pastor. Notify the pastor and board or your present congregation and provide an appropriate public announcement to your congregation on the next Sunday.
- b. If the call is accepted—Notify the calling congregation by phone of your intent to accept the call. Follow the phone notification with the signed acceptance document. Immediately notify the pastor, board, and board members of the current congregation that you are accepting the call and the Augsburg Pastor. Request a peaceful release from your call. Discuss the termination date with your present congregation. It is advised that this not less than three weeks and not longer than five weeks.
- c. After accepting—Work with your present congregation to smooth the transition. The amount of attention it will require depends on the position you held. If you are an administrator, beware of making plans and commitments for staff, plans and commitments which you won’t be present to monitor. Avoid the temptation to become involved in the replacement process, even if approached by board members. It is now the congregation’s responsibility to plan for its future staffing needs. Make certain that the “house is in order” before you leave. Graciously accept the good wishes of members and colleagues. Leave with good feelings.

Call Start-up

1. Council notifies congregation and Augsburg Pastor of acceptance or rejection of call
 - a) If the candidate has declined the extension of the call, then the Call Committee can turn to the next acceptable candidate.
 - b) If there are no further acceptable candidates, the Augsburg Pastor can be consulted to see if there are further candidates that have become available.

- c) Don't be discouraged. To find a real Confessional Lutheran pastor can take from six months to three years. Hold on to and appreciate what you have when you get one!
2. Preparing the Letter of Call (Appendix N)
 - a) Please contact the Augsburg Pastor to prepare the official letter of Call.
 - b) It is signed by the Council and Congregational President, then sent to the new pastor to sign and finally sent to the Augsburg Pastor to sign.
 - c) It will be presented to the new pastor at his installation.
 3. Council arranges starting date, installation date, and moving arrangements with candidate
 4. ALC installs new pastor in congregation

Installation

The new pastor and the congregation council should agree on arrangements for moving. The congregation is responsible for reasonable moving expenses.

The congregation president and the new pastor need to confer, in consultation with the Augsburg Pastor, to decide upon a date for installation. Normally, ALC will make arrangements to have one or more ALC ministers present to preach and conduct the installation of the new pastor. The Installation Service follows the normal Lutheran Worship Liturgy with the installation rubric inserted in the appropriate place (see Appendix O).

Plan to celebrate the installation of your new pastor! Congregation customs vary. Some congregations have a potluck meal after the worship services. Some have catered meals. Some have simple coffee hours with a smaller group meal after the service. Whatever you choose to do, this is a time for all of the congregation to welcome the pastor and his family to the congregation and community.

Appendix A—Exit Interview Questions for Leaving Pastor

Suggested Exit Questions

- ✘ When you accepted this call, what were the compelling reasons?
- ✘ What obstacles did you see in this parish at that time?
- ✘ When you first got here, what was your assessment then?
- ✘ As your ministry here went on, what was different from what you expected?
- ✘ How has the congregation changed?
- ✘ What has been fulfilling for you?
- ✘ What has frustrated you or limited your effectiveness?
- ✘ What do you consider to be congregation's strengths?
- ✘ What do you consider to be congregation's challenges?
- ✘ What in your new direction has influenced you to make a change at this time?
- ✘ What type of ministry, programs and activities do you feel are needed?
- ✘ What can be done to strengthen and support the incoming pastor?
- ✘ What changes do you feel need to be made in the position description?
- ✘ What can be done to help you in the transition soon to take place?

Here is a check list of other items that need to be addressed:

- ✘ Are the church records up to date?
- ✘ Have all proprietary and financial records been returned?
- ✘ Any items in process that need to be followed up or concluded?
- ✘ Inform the congregation that the outgoing pastor is unable to ministry here?
- ✘ Prospective members list?
- ✘ Member and homebound visitation list?

Appendix B—Farewell and Godspeed to the Leaving Pastor

Farewell and Godspeed to a Pastor

L Beloved in the Lord, Pastor _____ has accepted a call to a new field of service in the Church. At this time of farewell and Godspeed, let us hear the Word of the Lord.

I thank my God in all my remembrance of you, always in every prayer of mine for you all making my prayer with joy, because of your partnership in the Gospel from the first day until now. And I am sure of this, that He who began a good work in you will bring it to completion at the day of Jesus Christ. It is right for me to feel this way about you all, because I hold you in my heart, for you are all partakers with me of grace, both in my imprisonment and in the defense and confirmation of the Gospel. For God is my witness, how I yearn for you all with the affection of Christ Jesus. (Philippians 1:3–8)

L I lift up my eyes to the hills—where does my help come from?

C My help comes from the Lord, the Maker of heaven and earth.

L Lord, You have been our dwelling place throughout all generations.

C Before the mountains were born or You brought forth the earth and the world, from everlasting to everlasting You are God.

L You will be blessed in the city and blessed in the country.

C You will be blessed when You come in and blessed when you go out.

L Satisfy us in the morning with Your unfailing love, that we may sing for joy and be glad all our days.

C May Your deeds be shown to Your servants, Your splendor to their children.

L May the favor of the Lord our God rest upon us; establish the work of our hands for us—

C yes, establish the work of our hands. (Ps. 121:1–2; 90:1,2; Deut. 28:3,6; Ps. 90:14, 16–17)

C Glory be to the Father and to the Son and to the Holy Spirit. As it was in the beginning, is now, and will be forever. Amen.

L O Lord God, merciful and gracious Father, we give thanks for all the blessings You have bestowed on this congregation, its members, and the Church through the ministry of Your servant _____. By Your Holy Spirit grant him grace in his new field of service, readiness, and steadfastness in his ministry, patience, understanding, a cheerful spirit, and great zeal. Support and strengthen him that by Your Word Your Church may be built and increased; through Your Son, our great High Priest, Jesus Christ, our Lord, who lives and reigns with You and the Holy Spirit, one God, now and forever.

C Amen.

L Go in peace and joy. The almighty and most merciful God, the Father, the (✠) Son, and the Holy Spirit, bless and strengthen you for faithful service in His name.

C Amen.

Appendix C—Interim Pastor Interview Questions

The following questions may be considered for interviewing an Interim Pastor:

1. Please tell us a little about yourself and your ministry.
2. What do you enjoy as hobbies? recreational reading? on-going education?
3. What are your views on working with children, education and confirmation?
4. What are your thoughts on having children's sermons?
5. Will you be able to serve in funerals, weddings, counseling?
6. What is your experience with multiple staff, pastors or an education director?
7. How do you view rural/urban/suburban ministry?
8. How do you view working with the aging members of a congregation?
9. What is your experience as an Interim Pastor?
10. What are skill sets?
11. How can you help move our congregation through the process of losing our pastor and serve us while we're in the process of calling a new pastor?
12. What types of areas might you prefer not to work on extensively?
13. Describe how you have worked with committees.
14. When could you begin and what previous commitments do you have?
15. Do you have a preference for full time versus part time?
16. What are your expectations regarding salary and benefits?
17. What type of housing will you need?

Appendix D—Welcome Service for Interim Pastor

INSTALLATION OF INTERIM PASTOR

Congregation stands. The Church President addresses the congregation.

- L** Dear fellow members of the priesthood of all believers, we are all called by the Holy Spirit to store up treasures in heaven by serving our fellow man in gratefulness for what Christ has done and still does for us. Today we welcome the gift of an interim pastor to serve our congregation until God appoints for us a permanent pastor. We ask for God's help as we begin this time of healing, of self-reflection and of looking with anticipation to the future. Bless us and bless our new interim pastor _____, so that we might be prepared for the next stage in this congregation's journey. Give us courage, patience and vision; and strengthen us in our Christian vocation as witnesses to the world and in service to others, through Jesus Christ, our Risen Savior.

C Amen.

Congregation Sits. The presiding minister(s) and the new Interim Pastor stand. The presiding minister addresses the congregation.

- P** As you shall give account before the Lord in the great day of His appearing, and that this Congregation here present may know your mind and will in these things, I call upon you now to make answer before Almighty God:

Are you now ready to take upon you this interim Holy Ministry, and faithfully to serve therein?

- R** *Yes, by the help of God.*

- P** Will you believe teach and confess the Gospel that we are justified by grace alone, that is, by faith alone through Christ alone as the heart and center of the Holy Scriptures, the ecumenical creeds, and the Lutheran confessional writings, and as the sole criterion against which all teaching, practice, structure and polity must be judged?

- R** *Yes, by the help of God.*

- P** Will you preach and teach the Word of God in accordance with the Holy Scriptures and the Confessions of the Evangelical Lutheran Church, and will you administer the Holy Sacraments after the ordinance of Christ?

- R** *Yes, by the help of God.*

- P** Will you love, serve and pray for this flock, following the example of your Lord, the Good Shepherd, who came not to be served but to serve and to give His life as a ransom for many?

- R** *Yes, by the help of God.*

- P** Will you be diligent in the study of Holy Scripture, instant in prayer, and faithful in the use of the Means of Grace?

- R** *Yes, by the help of God.*

- P** Will you adorn the doctrine of God our Savior by a holy life and conversation?

R Yes, by the help of God.

The interim pastor says:

R Before God and the Lord Jesus Christ, who shall judge the living and the dead at His appearing, I, _____, do promise, with His grace and help, to fulfill these sacred obligations. Amen.

The presiding pastor says:

P Almighty God, who has chosen you to be His Minister, enable you to fulfill by His help what you have begun by His favor. Amen.

Congregation stands. The presiding pastor addresses the congregation.

P Dear brothers and sisters in Christ, _____ has been called to be an interim pastor of _____. I ask you now, in the presence of God: Will you receive him, show him that love, honor, and obedience in the Lord that you owe to the shepherd and teacher placed over you by your Lord Jesus Christ, and will you support him by your gifts and fervent prayer? If so, answer: We will with the help of God.

C We will with the help of God.

P Will you honor and uphold your interim pastor as he serves Christ in all his God-pleasing responsibilities? Will you aid him as he cares for his family? Will you be diligent to “put the best construction on everything,” recognizing that “love covers a multitude of sins”? If so, answer: We will with the help of God.

C We will with the help of God.

P The almighty and most merciful God strengthen and assist you always.

The minister asks the pastor-elect:

P Are you willing and ready to assume this public trust and responsibility?

R I am.

P _____, I install you as the interim pastor of _____, in the name of the Father and of the (✠) Son and of the Holy Spirit.

C Amen.

P Now may the God of peace who brought again from the dead our Lord Jesus, the great shepherd of the sheep, by the blood of the eternal covenant, equip you with everything good thing that you may do His will, working in us that which is pleasing in His sight, through Jesus Christ, to whom be glory forever and ever.

Hebrews 13:20–21

C Amen.

All Stand

P Let us pray.

Merciful God and Father, You have graciously promised that through the preaching of the crucified Christ, those who believe in Him will be saved. By Your Holy Spirit grant grace to name whom You have given to be the interim pastor of this congregation. Grant him readiness and steadfastness in this ministry, patience, understanding, and great zeal. Support and strengthen him in

Your service that, by Your Word, Your Church may be built and increased; through Your Son, our great High Priest, Jesus Christ, our Lord.

C Amen.

BLESSING

The presiding minister dismisses and blesses the newly installed interim pastor.

P Go, therefore, and be a shepherd of the Good Shepherd's flock. Preach the Word of God, administer the holy Sacraments, offer prayer for all the faithful, instruct, watch over, and guide the flock over which the Holy Spirit has placed you. Do it not for earthly gain but with great joy, for you have been called not to lordship but to serve His flock. And when the Chief Shepherd appears, you will receive the crown of glory that will never fade away.

P The almighty and most merciful God, the Father, the (✠) Son, and the Holy Spirit, bless and preserve you.

C Amen.

Appendix E—Letter of Agreement for Interim Ministry

_____ (Name of Pastor)

In the name of the Father, and of the (✠) Son and of the Holy Spirit. Amen.

Our ministry comes from Christ through the church and belongs to the whole people of God. The Gospel calls all Christians to be ministers in word and deed. So it is the privilege of every Christian to be a steward of the Gospel of God's reconciling love. The whole church ministers as it celebrates God's presence, shares the good news, cares for those in need, and witnesses to the power of God's love.

The Augsburg Lutheran Churches recognizes the office of pastor. It also recognizes that there are occasions when parishes will need to be served by an interim pastor while they seek permanent pastoral leadership. Keeping in mind the apostolic admonition that all things be done decently and in order (I Corinthians 14:40), the church therefore provides for interim pastoral ministry.

Accordingly, _____ (Name of congregation) of the ALC enters into an agreement with you to serve as Interim Pastor from _____ to _____ or until such time as a permanent pastor is installed, on the following conditions and mutual covenants:

We together will:

- A. Examine the history of the congregation and work through the transition emotions that usually follow the departure of a pastor.
- B. Seek to confirm and identify current issues facing the congregation and develop ways of dealing with them.
- C. Develop a vision for the interim period and leadership to enact this mission.
- D. Examine the congregation's linkage with ALC, and the resources that may be available for our ministry.
- E. Prepare for the arrival of the new pastor.
- F. Subscribe to the constitution and bylaws of this Congregation and to the constitution and bylaws, resolutions and Ministry Standards of the ALC.
- G. During this interim, agree to address the following concerns:
 - 1. _____
 - 2. _____

3. _____

You as interim pastor will:

- A. Preach and teach the Word of God.
- B. Preside at worship and administer the Sacraments according to the practice of the Lutheran Church.
- C. Provide pastoral care to all members of the parish according to our needs, visit us as necessary, and uphold us in prayer.
- D. Give pastoral leadership for the meetings, activities, and organizations of this Congregation.
- E. Encourage us to support the total ministry of the Augsburg Lutheran Churches.
- F. Be responsible for the recording of baptisms, confirmations, marriages, funerals, attendance at Holy Communion, and the maintenance of the membership rosters; and report the statistics of the parish promptly and fully, as requested by the ALC.
- G. Agree to **not** make yourself available for call in this congregation.
- H. Agree to not interfere or involve yourself in any way in the congregation's Call Process, but to encourage and support them through prayer and referring all questions to the Augsburg Pastor.
- I. During this interim, will give special attention to:
 - 1. _____
 - 2. _____
 - 3. _____

We the congregation will:

- A. Commit ourselves to the Gospel by the faithful participation in worship, learning, and fellowship activities.
- B. Receive you as our interim pastor, uphold you in prayer, and accord you our love, respect, and good will.
- C. Look to you to preside at baptisms, celebrations of Holy Communion, and rites of the church.
- D. Agree that we will not consider you for call to this congregation.

E. Provide for a review and evaluation during the interim.

F. Compensate you in the following ways:

- a. Pay you a salary of \$_____, the payments to be made in equal installments as follows: _____.
- b. Provide you with a self-employed Social Security payment allowance of \$_____.
- c. Provide for your housing as follows:
 - i. A residence free of charge, utilities paid, and a housing equity allowance of _____; or
 - ii. A housing allowance of \$_____.
- d. Contribute to a Pension and Benefits Plan in the amount of _____.
- e. Grant one week vacation for each fifteen weeks of interim service, not to exceed three weeks per year.
- f. During your ministry here, grant you continuing education leave at the rate of one day per month and up to \$_____ per day toward study expenses.
- g. At termination, severance benefits will be granted at the current compensation level, one (1) week for every fifteen (15) weeks of interim service. Severance benefits will not exceed four (4) weeks total and will end if pastor begins a new interim.
- h. Reimburse you for expenses related to our common ministry.
 - i. Pay you a travel reimbursement of \$_____.
 - ii. Pay expenses, not otherwise provided for, incurred in attending synod assemblies and other official meetings at which your attendance is required.
- i. Pay your moving expenses as follows:

_____.

Please acknowledge receipt of this Letter of Contract to Interim Pastoral Ministry. As you consider this contract, may the Holy Spirit guide you.

It is sincerely hoped that you may find it to be in accordance with God's will to give this invitation your immediate and affirmative response.

This agreement may be terminated in consultation with the Augsburg Pastor or upon a simple majority vote of those members in attendance at a properly called congregation meeting or after thirty (30) days' notice by either party.

This agreement will normally terminate at least two (2) weeks prior to the arrival of the newly called pastor.

Correspondence should be sent to:

_____ (congregational president)

_____ (address of congregational president)

_____ (City/State/Zip)

_____ (Phone of congregational president)

Witness Our Hands on this _____ Day of _____ 20__.

_____ Congregation President

_____ Congregation Secretary

Accepted by: _____ (Interim Pastor)

This date: _____

Appendix F—Interim Pastor Exit Questions

Suggested Exit Interview Questions:

1. When you first came here, what was different from what you had expected?
2. What could have been done more accurately convey the situation to you?
3. How the congregation can be better presented to potential new members?
4. How has the congregation changed from when you came?
5. What do you see as the congregation's strengths?
6. What things did you accomplish while here?
7. What things did you desire to accomplish but didn't? What might have helped you accomplish them?
8. What areas of the church (programs, services, organization, worship, stewardship, etc.) do you believe still need improvement and change?
9. What recommendations do you have for achieving these improvements and changes?
10. What "unfinished business" do you see still facing the congregation?
11. Are there new areas of ministry and mission that you would suggest for the church?
12. If you were not the interim, why would you have applied to be the called pastor of this church?
13. How would you describe this church to the newly called pastor?
14. How do you feel about your relationship to the congregation as you prepare to leave?

Appendix G—Interim Pastorate Review

Name of Interim Pastor: _____

Congregation served: _____

Dates of Service: _____ Today's Date: _____

Person completing this form: _____

1. Identify some of the strengths/gifts you discovered in this interim pastor.
2. What were some of the goals this pastor helped you, as a congregation, achieve?
3. How did this pastor relate to other staff members, church council members, and others involved in leadership in the church?
4. What concerns do you have about the manner in which this pastor served?
5. What recommendation would you give this pastor for another interim position?

Appendix H—Farewell and Godspeed to the Interim Pastor

Farewell and Godspeed to an Interim Pastor

L Beloved in the Lord, Pastor _____ has served us faithfully until we were able to call a permanent pastor. At this time of farewell and Godspeed, let us hear the Word of the Lord.

I thank my God in all my remembrance of you, always in every prayer of mine for you all making my prayer with joy, because of your partnership in the Gospel from the first day until now. And I am sure of this, that He who began a good work in you will bring it to completion at the day of Jesus Christ. It is right for me to feel this way about you all, because I hold you in my heart, for you are all partakers with me of grace, both in my imprisonment and in the defense and confirmation of the Gospel. For God is my witness, how I yearn for you all with the affection of Christ Jesus.

Philippians 1:3–8

L I lift up my eyes to the hills—where does my help come from?

C My help comes from the Lord, the Maker of heaven and earth.

L Lord, You have been our dwelling place throughout all generations.

C Before the mountains were born or You brought forth the earth and the world, from everlasting to everlasting You are God.

L You will be blessed in the city and blessed in the country.

C You will be blessed when You come in and blessed when you go out.

L Satisfy us in the morning with your unfailing love, that we may sing for joy and be glad all our days.

C May Your deeds be shown to Your servants, Your splendor to their children.

L May the favor of the Lord our God rest upon us; establish the work of our hands for us—

C yes, establish the work of our hands. (Ps. 121:1–2; 90:1,2; Deut. 28:3,6; Ps. 90:14, 16–17)

C Glory be to the Father and to the Son and to the Holy Spirit. As it was in the beginning, is now, and will be forever. Amen.

L O Lord God, merciful and gracious Father, we give thanks for all the blessings You have bestowed on this congregation, its members, and the Church through the ministry of Your servant _____. By Your Holy Spirit grant him grace in a new field of service, readiness, and steadfastness in his ministry, patience, understanding, a cheerful spirit, and great zeal. Support and strengthen him that by Your Word Your Church may be built and increased; through Your Son, our great High Priest, Jesus Christ, our Lord, who lives and reigns with You and the Holy Spirit, one God, now and forever.

C Amen.

L Go in peace and joy. The almighty and most merciful God, the Father, the (✠) Son, and the Holy Spirit, bless and strengthen you for faithful service in His name.

C Amen.

Appendix I—Congregational Profile

The Context of the Congregation – an Ecological Perspective

- 1) Create a map that identifies the boundaries of the communities served by the congregation:
 - a) the congregation's historical neighborhood;
 - b) the congregation's service area for ministry and/or the area where members live (use zip codes for location analysis of members if pin map is not available). Briefly explain and interpret the meaning and implications of these communities.
- 2) Develop a population trend chart/map/commentary broken down by ethnicity within the census tracts of both the neighborhood and primary service area of the congregation for 1970, 1980, 1990 and 2000; and a briefly interpret the meaning and implications of this data.
- 3) Develop a demographic profile of the census tracts of both the neighborhood and primary service area of the congregation using the 2000 census as the base-line (use updated estimates if available); and briefly interpret the meaning and implications of this data.
- 4) Interview at least three leaders in the community (i.e. school official, politician, human service provider, business owner, policeman, etc.) who are not members of the congregation on their perceptions of the community and the congregation. Present a summary of the interview and briefly interpret their meaning and implications for the congregation's ministry.
- 5) Assessment of transportation patterns of Average Daily Units (ADU's) on main thoroughfares close to the location of the congregation, along with parking capacity and flows into and out of the church property; and briefly interpret the meaning and implications of his data.
- 6) Identify the primary denominational group in the county, along with an estimate of the unchurched population; briefly interpret the meaning and implications for the congregation's ministry.
- 7) Identify the primary target population groups in the neighborhood and community area presently being served by the congregation, and also identify the potential target groups that might be served by the congregation; and briefly interpret the meaning and implications of this data.

Understanding the Congregation in its Context

- 1) Develop a table or chart (pie or bar graph) of the gains and losses over the past 10 years (be sure to work with totals and percentages of the ten years for the chart/graph); and briefly interpret the meaning and implications of this data relative to the congregation's growth/decline and health.
- 2) Using congregational histories, supplemented by oral comments, develop a brief "interpretive" summary of the history and key events/passages of life/crises in the congregation noting especially the different styles of pastors and their primary influence in shaping the identity and ministry of the congregation.
- 3) Identify the "functional" values that seem to presently shape the congregation's present identity and ministry; and provide a brief critique of the strengths and limits of these values.
- 4) If the church has a printed mission and/or vision statement, list these and assess both their adequacy and their effectiveness in terms of current implementation.
- 5) Identify and critique at least three of the primary symbols, rituals, metaphors which shape the congregation's self-understanding for ministry.
- 6) Review the congregation's building and its use of space, and provide a brief critique of how the use of space either enhances and/or hinders the congregation's ministry.
- 7) Identify and evaluate the primary model of leadership which the congregation expects from its ordained pastoral ministry.
- 8) How is the congregation "staffed"? How many full-time and part-time employees in what positions? Why do they staff these positions?
- 9) What is the Congregation's annual budget? How does this break down in terms of debt load, staffing, outreach, missions and benevolence. Interpret. How do they reflect the missional priorities they talk about? How have these changed in the past decade? Why?
- 10) Finally, at some length summarize your findings and interpret this congregation in terms of its self-understanding in regard to its life and ministry in relation to its community/context.
- 11) Bring your discussion to a focus in answering the question: "To what extent does this congregation appear to fit and function as a missional church within its context?"

Resources

ELCA Department for Research and Evaluation www.elca.org

2000 US Census <http://factfinder.census.gov/home/en/datanotes/expsflu.htm>

Churches and Church Membership in the United States 1990 and Religious Congregations and Membership in the United States 2000. www.glenmary.org/grc and http://www.thearda.com/test_main.asp?show=RCMS2000

Church of the Nazarene Web Site <http://map.nazarene.org/chrep-lo.htm>

Appendix J—Congregational Challenges

1. List three events or developments with dates that are important from the history of your congregation.
2. There are historical or internal issues in any congregation, describe:
 - a) The length of time your three previous pastors served and their reasons for leaving.
 - b) The most significant conflict in your congregation in the last 20 years, and what the congregation has learned from that conflict.
3. Comment on any surprises or especially significant trends in the churches demographic trends. (Include the most up-to-date membership and attendance information available.)
4. Comment on the reason for the most recent update of the Congregation constitution, and when.
5. Describe the congregation's present program and practices in worship (time, type, style, frequency of communion), education (adult, youth, confirmation), evangelism (calls and guests), and special ministries (Food Pantry, Habitat for Humanity, etc.).
6. Comment on how ministries are organized—by committees [ad hoc or standing], task forces, or as special projects.
7. Describe the service ministries of the congregation, its community involvement and any ecumenical partnerships (Ministerial Alliance, Homeless shelter, etc.)
8. Describe the congregation's present staffing, including volunteers responsible for any regular tasks (parish printed communications, supervising education programs, building maintenance, etc.)
9. Are any building programs projected? If so, when? Describe existing building issues which may need to be addressed and the current extent of handicapped accessibility. Also describe the condition of any church property, its insured value, and any outstanding debt on it.
10. Briefly describe the congregational stewardship practices. What process is used for determining annual income projections? What is your current commitment (percentage of offerings) to ministry beyond the congregation (ALC, missions, other ministries)?

11. Attach a current spending plan for the congregation. Additionally, briefly describe savings, endowments, or investments, and how these funds are to be used. (Comment on how use of resources reflects the congregation's mission.)
12. Describe ALC activities in which members have participated (ALC national conventions, theological retreats, ALC Youth Leadership Retreat, ALCW, etc.)
13. How does this congregation see itself as a partner with ALC?
14. Outline the ministry/goals of this congregation, when it was last updated and the process used to develop these.
15. What is the current mission or vision statement of the congregation? (Comment on whether this mission statement accurately reflects current understanding of mission or may need reevaluation.)
16. During the next 1-3 years, what are the top three mission priorities for the congregation which, if accomplished, hold the most promise for the development of your ministry? (For example: outreach to increase membership; service to community; building program; adding staff or pastors; restructuring of committees or boards; stewardship or evangelism programs.)
17. What is your congregation excited about? (For example: list events or activities that generate interest and participation.)

Appendix K—Pastoral Position Description

1. Position Title (For example: senior pastor, pastor, associate or assistant pastor, co-pastor, teaching pastor, outreach pastor, youth pastor, youth and family pastor, associate in ministry.)
2. List the expectations for this position.
3. Ministry Priorities and Skill Sets

Rate the current status of Priority & Skill Sets in each area of Ministry on the left side (from 5=highest to 1=lowest), and choose the four area most essential for the future, ranking them (4=highest to 1=lowest).

Priority (5-1)	Skill (5-1)	Ministry Area	Description	4 most needed
		Worship Leadership	High value on carefully planned and well conducted worship services	
		Administration	Oversight of church, staff and committees	
		Children	Teach and relate to preschool and elementary age children	
		Youth and Young Adults	Relate, teach and work with High School youth and young adults	
		Social Ministry	Raise awareness, participate and encourage involvement in community	
		Teach Adults	Teach and lead adults in fellowship and Bible study	
		Ecumenical Work	Participate in inter-church activities	
		Stewardship	Motivate and develop contributions of time, talents and treasure	
		Evangelism	Reach out to family members, neighbors and community with Gospel	
		Visitation	Visit and organize visitation teams for ill, infirm, lapsed and active members	
		Preaching	Rightly divide Law and Gospel and apply it to life	
		Crisis Ministry	Support others through crisis	
		Counseling	Counsel in facing problems and decisions	
		Conflict Resolution	Mediate and dissipate conflict in the church	

Priority (5-1)	Skill (5-1)	Ministry Area	Description	4 most needed
		ALC Leadership	Provide leadership to assist ALC	
		Financial Management	Provide input to financial aspects and budget development	
		Community	Set tone for fellowship and sense of community	
		Develop Leaders	Equip and motivate leaders	
		Theology	Communicate understanding of Bible and Lutheran theology	
		Innovator	Envision and implement new approaches and activities	
		Planner	Provide leadership for congregation to set vision, plan and goals	
		Collaborator	Provide leadership to bring volunteers and staff to work together	
		Family Life	Set life priorities to be, in order: family, church and community	
		Continuing Education	Set professional time priorities for reading, studying and clergy retreats	
		Spiritual Discipline	Set personal time priorities for prayer and personal devotion	
		Small Groups	Cultivate small group ministry to connect to church	
		Transformation	Integrate and manage changes due to new members	
		Music	Ability to use music to invite and enhance worship	

This priorities and skills set can then be used to create a position description to guide both the congregation and prospective candidates as to what is expected in the position. Here are some guidelines on creating a Position Description.

How to Write a Position Description

Introduction: The position description provides a variety of information to the council, the congregation and the pastor, and various other constituents, whether they be members of the congregation or insurance company representatives, federal and state authorities, attorneys, and others.

Therefore, it is important to accurately describe the duties of a position when a position is first established. It is also important to redefine duties of a position on a regular basis, so that the description is accurate. The following is an outline of the responsibilities of various personnel in preparing and acting on position

descriptions. It is a wise practice to review position descriptions at least every two years. Position descriptions can be reviewed more periodically if necessary, but a review every two years should be the standard. A good time to review position descriptions is when the goals for the new year are being set.

It is advisable for the person who is performing the duties of the position to write the position description. However, when the position is vacant, then the congregation must write the position description. If a position's duties are changing as a result of a vacancy, a new position description should be written prior to seeking to fill the vacancy.

Helpful Steps to Write a Position Description

STEP 1 – Thinking about the Position

- ✘ What does the position do, why, and under what conditions?
- ✘ Is this a position being redefined?
- ✘ What is it you want this new position to do and under what conditions?

STEP 2 – Organizing Information about the Position

- ✘ What are the major duties of the position?
- ✘ How could the major duties be grouped together in a logical manner?
- ✘ How much time is spent performing each of the major duties?
- ✘ What marginal duties should be included in the position description?

STEP 3 – Writing the Position Description

- ✘ Begin with a general summary of responsibilities.
- ✘ Begin each task or duty statement with an action verb.
- ✘ Be as brief as possible.
- ✘ Organize the information in a logical manner to give a clear picture of the work being performed.

STEP 4 – Verifying the Position Description

- ✘ Have all the important facts about the duties been covered?
- ✘ Has the information been presented accurately?
- ✘ Have you avoided overstating the duties of the position?

Guidelines for the Various Components of the Description:

Title: Title used to reference the position. The title is generally a generic title used to describe the position, i.e. Senior Pastor, Youth Pastor, Associate Pastor, etc.

Salary Level: Pastors and administrative positions are Exempt. Support staff are Non-Exempt. These titles have to do with whether the person is paid hourly and covered by Federal and State laws and regulations concerning work hours, compensation and time off.

Job Status: Full Time or Part Time.

Schedule: The normal scheduled work week and hours a position is expected to work throughout the entire year.

Reports to: Title of the position to which this position reports. If the position has a dual reporting relationship, indicate both. Normally, for pastors this would be the council for administrative purposes and the council president for functional purposes.

Date: Date the position description was finalized.

General Summary of Responsibilities: A one or two sentence description that provides a general overview of the position's responsibilities. This should be a very general description.

Examples of summary responsibilities:

- ✘ "Full-time Pastor to serve the church by providing spiritual leadership, pastoral care, administrative oversight and organizational direction to the congregation, with a broad program of worship, music, preaching, teaching and fellowship."
- ✘ "Lutheran Pastor to serve the church by providing a balanced ministry of preaching, teaching, pastoral care and organizational leadership to the congregation to enable the church to grow to its full potential in membership and spiritual vitality."
- ✘ "Full-time pastor to shepherd an Augsburg Lutheran Churches affiliated congregation. Must be committed to preaching Biblical truths, on the ALC Clergy List, be thoroughly schooled in the Augsburg Confession and Luther's Small Catechism, and a firm adherent to the doctrine of repentance, acknowledging that "the kingdom of God is at hand."
- ✘ Solo Pastor serving a growing, young congregation with many small children. Supervise paid staff, including a part-time youth director, organist, secretary and volunteer choir director.

- ✘ Full-time senior pastor serving a bi-lingual congregation who can preach in German and English in a historic church located in a urban area. Must be able to minister to the aging and be open to bringing in young families.

Education and Experience Required: Indicate the education and experience that is required for this position. The qualifications should not be understated or overstated. The qualifications should be supportive of the duties of the position. Normally, for ALC congregations this would include: an MDiv or its equivalent, passing the ALC colloquy and then the number of years and type of experience desired.

Examples:

- ✘ Baccalaureate (undergraduate) degree from an accredited college or university.
- ✘ Master of Divinity degree or its equivalent which will entail the successful completion of 3 in-resident years of graduate professional study in theology and related subjects at an accredited graduate divinity school or seminary.
- ✘ Certificate of Ordination or Ratification of Call (transfers), or be Endorsed by the Ministry Committee (“Certified for Call”) after the colloquy.
- ✘ Successful completion of the ALC colloquy process under the auspices of the Augsburg Ministry Committee.
- ✘ Included on the Augsburg List of Clergy.

Supervisory Responsibilities: Number and type of employees who are supervised or led by the position. If the position is responsible for the hiring, firing, performance and the appraisal of such, time and attendance, disciplinary actions, professional development, and grievance resolution of employees then the word supervision is appropriate. If the position oversees or guides the work of other employees, for example, makes assignments, reviews completed work and recommends where corrections should be made, then this type of work is described as leading employees.

Examples of supervisory statements:

- ✘ “Provides general supervision to a small group of clerical employees, an Associate Pastor and numerous volunteers.”
- ✘ “Provides direct supervision to an administrative assistant.”
- ✘ “Leads paid and volunteer staff in the completion of their work tasks.”

Essential Functions of the Position: Duties of the position that any person in this position will be required to perform. The essence of why the position exists. The percentage of time spent performing the duties in each category should be

identified. The grouping of duties should be listed on the position description in the order of importance, not the order of time involved.

Examples of functions:

- ✘ Provide a solid Bible-based preaching and teaching ministry to meet the needs of the congregation and attract new members.
- ✘ Lead in worship and administer the Sacraments.
- ✘ Encourage and nurture the spiritual development and beliefs of the congregation through regular teaching of the Bible.
- ✘ Lead and inspire the church council, boards and congregation in the development and effective operation of a wide range of program activities.
- ✘ Recruit, motivate and train youth and adult leaders.
- ✘ Administer the program of the church by leading volunteers and paid staff members and conducting regular staff meetings for planning and informational purposes.
- ✘ Provide pastoral counseling in times of crisis and minister to the sick, dying and bereaved.
- ✘ Conduct weddings and funerals, providing appropriate preparation and support.
- ✘ Instruct classes of new members at least twice a year.
- ✘ Moderate the church boards to develop reasonable goals, communicating a clear sense of direction and equipping the leadership for ministry.
- ✘ Develop and administer the budget, and lead financial drives and giving programs as needed.
- ✘ Work with the council to develop job descriptions, personnel policies and procedures, and performance evaluations.
- ✘ Represent the church by serving on appropriate denomination committees and community organizations.
- ✘ Schedule necessary time for study, preparation and planning in order to develop and maintain a deep level of spiritual growth.
- ✘ Cooperate and coordinate with the paid staff and volunteers in performing their duties.
- ✘ Cooperate with the council by performing other duties when asked to do so.

Another set of examples:

- ✘ To administer the Word of God in its full truth and purity as contained in the Sacred Scriptures of the Old and New Testaments and as set forth in the confessional writings of the Evangelical Lutheran Church as found in the Book of Concord;
- ✘ To administer the holy Sacraments in accordance with their divine institution;
- ✘ To perform the functions of a pastor in an evangelical manner; to aid, counsel and guide members of all ages and social conditions; to visit the sick and the dying; to admonish the indifferent and the erring.
- ✘ To guard and promote faithfully the spiritual welfare of the members of the congregation, in particular to instruct the catechumens, both children and adults, in the Word of God and thus prepare them for the communicant membership in the church;
- ✘ To promote and guide mission activity of the congregation as it is related to the local community and to endeavors of the ALC; in particular to train workers and guide them in evangelism and to enlist the support of the congregation for mission work;
- ✘ To help the congregation adopt administrative policies and procedures that will help it carry out the mission of the Christian congregation;
- ✘ To serve the congregation as an example of Christian conduct; to endeavor earnestly to live in Christian unity with the members of the congregation, fellow workers, and sister congregations in the Synod; and by the grace of God to do everything possible for the edification of the congregation and the upbuilding of the church in Christ.

Marginal Functions of the Position: Duties that may be performed by the person in the position, or might be delegated to others. The statement “Performs other duties as assigned.” is included in this section of the position description.

Examples of marginal duties:

- ✘ Provides vision for the congregation and all its entities as it seeks to provide dynamic ministry for the members of the congregation, the community and the world.
- ✘ Supervises all staff members, called and contracted, in their work and ministry so that there is unity and consensus centered on the vision for the congregation.
- ✘ Works with the congregation officers to build unity around a common vision for the congregation.

- ✘ Works with the budget committee to make sure ministry priorities are funded.
- ✘ Authorizes ministry expenditures that do not exceed the budget.
- ✘ Supervises, hires and terminates church support staff (this does not include called workers).
- ✘ Promotes new ministry initiatives and gives direction to all congregation boards and committees.

Supervisory Review: Performance will be reviewed on a quarterly basis, by the council President, Vice President and Secretary (Personnel Committee) in consultation with the council, with compensation being dependant upon performance, and achievement of purposes as outlined in this Job Description. Changes in the Job Description, additions and deletions may be considered, after consultation with the Personnel Committee, with the approval of the Church Council

Equipment: Equipment used to perform the duties of the position.

Some examples: personal computers, multi-line telephones, calculators, facsimile machines, photocopier machines, pagers, automobiles, vans, etc.

Software: Software applications used to perform the duties of the position.

For example: MS Word, MS Access, MS Excel, Power Church, etc.

Physical and Mental Requirements: List any specific physical or mental requirements that are absolutely necessary to carry out the duties of this position and for which there are no reasonable accommodations that can be made.

Examples:

- ✘ “Must be able to travel and do home visits.”
- ✘ “Must have the ability to lift loads up to 25 pounds and carry for distances up to 10 feet.”
- ✘ “Pastoral positions are primarily sedentary; however, it may require walking or standing for extended periods of time. Pastoral positions require frequent keyboarding. Occasionally this position may require the ability to lift and carry materials and equipment weighing up to 25 pounds, to reach heights up to 8 feet by climbing ladders or stools, and to bend or crouch to reach materials or equipment stored on lower shelves or in lower cabinet/desk drawers.”

Environmental Conditions: List any specific environmental conditions out of the ordinary Monday—Friday from 9am to 5pm church office environment.

Examples:

- ✘ “The position of Senior Pastor requires great flexibility in hours available for work, including evenings and weekends. The pastor should be in the office a sufficient amount of time for accessibility to members of the congregation and for regular communication with members of the church staff.”
- ✘ “Pastor must lead team in serving meals to the homeless in down town locations.”

Appendix L—Congregational Summary

Name of Congregation _____

Address _____
street city state ZIP

church phone fax E-mail

2. Congregation Council Chair _____
name

Address _____
street city state ZIP

work phone home phone E-mail

3. Call Committee chair _____
name

Address _____
street city state ZIP

work phone home phone E-mail

1. What is your understanding of the mission of the church?

2. Why was your congregation founded? Why does it exist today?

3. Describe your commitment to the doctrine and practice of the ALC.

4. What are the chief priorities in your present ministry?

5. Our congregation's strengths in ministry are:

6. Areas in our ministry needing improvement are:

7. In what community outreach or service activities does your congregation participate?

8. Briefly describe your congregational practice and/or preference toward the following:

a. The Lutheran Hymnal/Lutheran Worship/Lutheran Book of Worship/Other

b. Pastoral services (weddings, funerals, visitation, etc.) to non-members, non-Lutherans, or the unchurched.

c. The Charismatic/Renewal Movement

d. Women's suffrage/service of women in the church. In our congregation women may serve as:

___ Voters

___ President

___ Board Members

___ Vice President

___ Board Chair

___ Elders

___ Lectors

___ Ushers

___ Communion Assistants

___ Other (Describe)

9. The place and participation of lay people in the life of the church. What is your understanding of the role of the laity in the congregation?

10. What is your understanding of the role of the ordained ministry in the church?

11. What are the advantages and disadvantages of multi-staff ministry? (Pastor-pastor, Pastor-DCE, Pastor-school staff, etc.)

12. Describe your feelings about the church's involvement in social ministries in the community.

13. Describe briefly your congregational practice or preference toward the following:

a) Writing of "own liturgies: or special services.

b) The frequency of the Lord's Supper

c) The priority of the Lord's Supper in parish worship.

d) The use of common of individual cups.

e) The use of lay people to assist in worship.

f) Do you have a Lutheran School or are you planning to start one? How do you understand the ministry of the Lutheran School.

g) An interview by a calling congregation before a call is issued?

h) First communion: Before or after confirmation.

i) What is your communion policy with regard to those who are not members of your congregation?

j) Inter-Lutheran relationships.

k) Inter-Christian relationships.

14. What provision in time and finances do you make for the pastor's continuing education?

15. How can the ALC assist you to have a more effective ministry?

16. What strengths or ministries would you like to share with other congregations?

17. What provision for housing is offered to the pastor?

____ parsonage

____ housing allowance

____ negotiable

18. Is there anything else in your present ministry that you would like to share that might be pertinent to a new pastor?

19. Use of this profile:

a. Who prepared the answers to this document?

b. Was the ALC consulted?

c. Was this information shared with and discussed by the congregation?

d. Was a congregational survey done? If so, please attach the result.

e. Do you plan to share this information with the pastor you are calling?

Demographics

20. Please complete the following:

	Current	5 yrs. ago	10 yrs. ago
Average attendance:			
Baptized membership:			
Communicant membership:			
Sunday School enrollment:			
Bible Class enrollment:			
Budget for current expenses:			

21. Please describe your community giving attention to:

Size of community:

Economy:

Racial composition:

Growth projections:

General description:

22. Does your congregation reflect the general population of the community? Explain:

23. What percentage of your membership lives within two miles of the church?

Financial Information

24. Please provide a copy of your current budget and latest financial report.

25. What did you pay your last pastor?

Salary:

Housing:

26. What do you plan to pay your next pastor? Give a figure or a range.

Salary:

Housing:

Automobile:

27. Do you offer benefits? Describe coverage.

28. Compare your compensation figures with the average in your community? the average income of congregational members?

29. When was the last time you had an organized stewardship campaign directed primarily towards financial commitment? What kind of program did you use?

Missional Information

30. Attach a missional history, i.e. the story of significant attempts at mission and outreach.

31. If you have one, attach a copy of your mission statement or vision statement.

32. If you have a list of core values, please attach. If not, please answer the following question: Any pastor coming to serve this congregation should know the following things about us - for good or bad. (List things such as: “We are a conservative/progressive/traditional congregation”, “We value diversity”, “We don’t know how to handle conflict”, “We like to fight”, “We like variety in our worship”, “We are very liturgical and want someone who can chant well”, etc

Appendix M—Consent to Criminal History & Background Check

Full Name _____

Address _____

City/ST/Zip _____

SSN _____ DOB _____

The Augsburg Lutheran Churches (ALC) and its member Congregations reserve the right to decide in their sole and arbitrary discretion to employ or not to employ any person for a ministerial position. In addition, ALC and its member Congregations, as religious organizations, have the Constitutional right to determine their own membership and to conduct their organizational affairs. ALC and its member Congregations also require that any person in any ministerial position have their references, prior employment, and public and private conduct be investigated and that any violation of the ALC Ministerial Standards may disqualify that person from serving in a ministerial capacity with ALC or its member Congregations at their sole and arbitrary discretion.

I understand the above statement and consent to a criminal history check and background check, without limitation, and agree to hold harmless and indemnify ALC and its members and member Congregations and any person or organization that provides information as a direct or indirect result of this criminal history and background check. ALC and its member Congregations agree to treat all such information as confidential so long as it is not available to the general public. A photocopy has the same effect as the original.

_____ Date _____
(signed full name)

(printed full name)

(form must be notarized and the original provided to the Augsburg Pastor)

AUGSBURG LUTHERAN CHURCHES

Letter of Call

(Date)

To: (Candidate)

**In the Name of the Father, and of the Son,
and of the Holy Spirit Amen.**

Mindful of the apostolic admonition that all things be done decently and in order, and in accord with the practice of the evangelical Lutheran church to provide qualified persons of good report and in whom the fruits of the Spirit are manifest, the Augsburg Lutheran Churches recognizes the ministry instituted by God and seeks through it to give the spiritual leadership and pastoral care necessary for the establishment, growth, development, and welfare of Christ's holy Church.

Accordingly, we hereby call you to become (Title) of

**(Name of Church)
(City and State)**

on the following conditions and mutual covenants:

That You . . .

- 1) Preach and teach the Word of God as revealed in the Old and New Testaments and as witnessed to by *The Confessions of the Evangelical Lutheran Church (The Book of Concord)*;
- 2) Administer the Sacraments, i.e., Holy Baptism and the Lord's Supper, according to the practice of the Evangelical Lutheran Church;
- 3) Assist us in our outreach ministry by deploying to serve as a chaplain in the United States Army;
- 4) Minister, i.e., perform or provide comprehensive religious support, to all soldiers, dependents, and authorized civilians within your unit of assignment—comprehensive religious support includes all aspects of the pastoral ministry as well as the chaplain's role as staff officer and advisor to the command on matters of religion, morals, and morale.);
- 5) Support directly or indirectly the free exercise of religion of all service members, dependents, and authorized persons;
- 6) Lead, inspire, and equip soldiers, especially during time of war, to respect the proper authority, act according to the proper code of conduct, to affirm the value of human life, justice, dignity, and truth, and thus to serve their country honorably even in the midst of the stress and brutality of the battlefield;

I Peter 2:17, *Live as free men, yet without using your freedom as a pretext for evil; but live as servants of God.*

- 7) Visit us at least once annually as a minister under call to this church for worship, fellowship, and to share significant events and concerns regarding your work on our behalf as a military chaplain;
- 8) Keep your practice in harmony with the Word of God and the confessional writings of the Evangelical Lutheran Church (*The Book of Concord*);
- 9) Hold appropriate religious services at least once on each Sunday for the command to which you are assigned and perform appropriate religious burial services for service members who die while serving under that command (Title 10, U. S. Code, Section 3547);
- 10) Record promptly and properly all baptisms, confirmations, marriages, funerals, and attendance at the Lord's Supper; and report the statistics monthly to the Lutheran Church of the Risen Lord Council and annually to the Secretary of the Augsburg Lutheran Churches;
- 11) Strive in word and deed to be a faithful example in Christian living, avoiding conduct which might endanger the faith of others;
- 12) Attend the Augsburg Convention, the Augsburg Theological Conference and Clergy Retreat, the Annual Augsburg Conference for Military Chaplains, and the Annual Convention of Augsburg Lutheran Churches;
- 13) Subscribe to the Constitution and Bylaws of the Augsburg Lutheran Churches and to the Constitution(s) and Bylaws of Lutheran Church of the Risen Lord;
- 14) Pray diligently for the Church, our civil and military leaders, soldiers and their families, members of our world community and members of our congregation.

That We . . .

- 1) Receive you as our pastor and accord you the love, the respect, the good will, and the cooperation due your office; look to you for ministerial acts; and uphold you in prayer;
- 2) Promise you our faithful assistance in the work to which you are called;
- 3) Join with you in a periodic, possibly triennial, in-depth review of our mission and ministry as a congregation in this community, as well as the leadership and strength and skill needed to meet our challenges and opportunities;
- 4) Support the work of the Augsburg Lutheran Churches and the Evangelical Lutheran Church;
- 5) Deploy you to serve as a chaplain in the United States Army with an annual salary of \$1.00; the remainder of your annual salary and compensation shall be paid by the Department of Defense of the United States of America;
- 6) Provide you a housing allowance in the following amount _____
- 7) Contribute XX (X.0%) of your salary to the Augsburg Pension Plan; health and dental care for you and your dependents is provided by the United States of Army;
- 8) Grant you an annual vacation of up to ____ weeks;
- 9) Provide auto/travel reimbursement as follows: _____;
- 10) Reimburse you for out-of-pocket expenses incurred in attending conventions of the Augsburg Lutheran Churches, the annual Augsburg Pastors' Retreat, Conference and chapter meetings, continuing education, and other official meetings at which your attendance is required up to ____ per calendar year;
- 11) Urge you to participate in continuing education opportunities and we will support you in this effort as follows: _____;
- 12) Pay your moving expenses as follows: _____;

This call may be terminated only by a two-thirds majority vote of the voting members of the congregation and the procedures outlined in the Constitution of (Church Name) and in the Constitution and Bylaws of the Augsburg Lutheran Churches.

This call terminates at the end of the year in which you attain age sixty-eight (68). At the will of the congregation and in consultation with a representative of the Augsburg Lutheran Churches, a term call may then be issued renewable annually.

May the Lord our God grant you His Holy Spirit, to guide you according to His will in the consideration of this call.

We earnestly request you to acknowledge receipt of this Letter of Call immediately. It is our hope that your decision will not be unduly delayed.

Correspondence should be sent to:

(Name of Church)

(Street Address)

(City, State, Zip)

Telephone Number: (Area Code)-(Phone Number)

Witness our hands . . .

(Authorized Signatures)

Attested by

_____ President, (Church Name)

_____ Representative of Augsburg Lutheran Churches

(to be sent to the person called)

Accepted by

_____ (New Clergy Title),

this ____ day of _____, _____

Appendix O—Installation Service

THE INSTALLATION OF PASTOR (Name of Pastor)

CERTIFICATION: The candidate is presented to the officiating minister and to the congregation.

(Name of Pastor), having been duly certified by Augsburg Lutheran Churches and the Call Committee of (Name of Congregation) in (City, State), as one to whom the Ministry of the Gospel should be committed, has received a proper Letter of Call from (Name of Congregation).

Dearly Beloved: Having been authorized to ordain our fellow-laborer in the Gospel to serve as the Pastor of (Name of Congregation), I now ask for the certification of his call.

A representative of the church council comes forward with the pastor and says:

We of (Name of Congregation), after prayerful deliberation have elected (Name of Pastor) to be our pastor. I therefore present him for Installation to the Public Ministry of Word and Sacrament. This letter certifies the call.

R: Thanks be to God.

Sit

The officiating Minister says:

The Lord be with you.

R: And also with you.

Let us pray.

Create in me a clean heart, O God:

R: And renew a right spirit within me

O God, who taught and enlightened the hearts of Your faithful people by sending to them the Holy Spirit: Grant us by the same Spirit to have a right judgment in all things and at all times to rejoice in His comfort and power; through Jesus Christ, Your Son, our Lord. **R: Amen**

Their sound went forth into all the earth:

R: And their words to the end of the world.

O God, the Giver of every good and perfect gift: We pray that You would pour Your heavenly blessing upon this Your servant; and so enlighten him with the truth of your doctrine and adorn him with holiness of life, that meditating on Your Word day and night, he may believe what he reads, teach what he believes, show forth in his life what he teaches, and, faithfully serving you in his office, may keep that which has been committed to his trust blameless until the day of Christ Jesus, who lives and reigns with You and the Holy Spirit, one God, world without end. **R: Amen.**

The officiating Minister addresses the candidate.

Dearly Beloved: According to Apostolic usage you are now to be set apart for the Public Ministry of Word and Sacrament at (Name of Congregation) by the laying on of hands and prayer.

EXHORTATION: The officiating minister addresses the candidate.

- * Hear the Word of the Lord concerning the Office of the Holy Ministry:
- * The Lord Jesus said to His disciples: "Peace be with you. As My Father has sent Me, even so I send you.

Receive the Holy Spirit. If you forgive the sins of any, they are forgiven; if you retain the sins of any they are retained.” (John 20:21-23)

- * And Jesus also said: “All authority in heaven and on earth has been given to Me. Go therefore and make disciples of all nations, baptizing them in the Name of the Father and of the Son and of the Holy Spirit, teaching them to observe all that I have commanded you; and lo, I am with you always, to the close of the age.” (Matthew 28:18-20)
- * The Apostle Paul said: “I received from the Lord what I also delivered to you, that the Lord Jesus on the night when He was betrayed took bread, and when He had given thanks, He broke it, and said, ‘This is My body which is for you. Do this in remembrance of Me.’ In the same way also the cup, after supper, saying, ‘This cup is the new testament in My blood. Do this, as often as you drink it, in remembrance of Me.’ For as often as you eat this bread and drink this cup, you proclaim the Lord’s death until He comes.”(1 Corinthians 11:23-26)
- * The Apostle Paul [also] said to Timothy: “Set the believers an example in speech and conduct, in love, in faith, in purity. Till I come, attend to the public reading of scripture, to preaching, to teaching. Do not neglect the gift you have, which was given you by prophetic utterance when the council of elders laid their hands upon you. Practice these duties, devote yourself to them, so that all may see your progress. Take heed to yourself and to your teaching; hold to that, for by so doing you will save both yourself and your hearers.” (1 Timothy 4:12-16)
- * And now we exhort you, in the Name of our Lord Jesus Christ, that you be mindful of the holy Office to which you have been called, having always in your heart how great a treasure is committed to your charge. For the flock over which the Holy Spirit gives you oversight is made up of the sheep of Christ, which He has purchased with His Blood. Never cease your labor and diligence to bring those committed to your charge to the faith and knowledge of God, and to the fullness of life in Christ. (cf. Acts 20:28ff)

EXAMINATION: The officiating minister questions the candidate.

As you shall give account before the Lord in the great day of His appearing, and that this Congregation here present may know your mind and will in these things, I call upon you now to make answer before Almighty God:

Are you now ready to take upon you this Holy Ministry, and faithfully to serve therein?

R: Yes, by the help of God.

Will you believe teach and confess the Gospel that we are justified by grace alone, that is, by faith alone through Christ alone as the heart and center of the Holy Scriptures, the ecumenical creeds, and the Lutheran confessional writings, and as the sole criterion against which all teaching, practice, structure and polity must be judged?

R: Yes, by the help of God.

Will you preach and teach the Word of God in accordance with the Holy Scriptures and the Confessions of the Evangelical-Lutheran Church, and will you administer the Holy Sacraments after the ordinance of Christ?

R: Yes, by the help of God.

Will you love, serve and pray for this flock, following the example of your Lord, the Good Shepherd, who came not to be served but to serve and to give His life as a ransom for many?

R: Yes, by the help of God.

Will you be diligent in the study of Holy Scripture, instant in prayer, and faithful in the use of the Means of Grace?

R: Yes, by the help of God.

Will you adorn the doctrine of God our Savior by a holy life and conversation?

R: Yes, by the help of God.

The candidate says:

Before God and the Lord Jesus Christ, who shall judge the living and the dead at his appearing, I, (Name of Pastor), do promise, with his grace and help, to fulfill these sacred obligations. Amen.

The officiating minister says:

Almighty God, who has chosen you to be His Minister, enable you to fulfill by His help what you have begun by His favor. **Amen.**

Stand

** The officiating minister questions the people:*

Dearly Beloved: You have heard the pledge of (Name of Pastor), who has been called to be a minister of the Gospel of Jesus Christ as your Pastor. I therefore ask you:

Will you receive him, and show him the love, honor and obedience in the Lord due to a shepherd and teacher of our Lord Jesus Christ?

R: Yes, by the help of God.

Will you pray for him, help and honor him for his work's sake, and in all things strive to live together in the peace and unity of Christ?

R: Yes, by the help of God.

~ Music Interlude ~

PRAYER and LAYING ON OF HANDS: The pastor, the church council, the officiating minister together with other clergy and laity if desired, may impose their hands on the heads of the pastor as all say the LORD'S PRAYER:

R: Our Father who art in heaven, hallowed be Thy name, Thy kingdom come, Thy will be done on earth as it is in heaven; give us this day our daily bread; and forgive us our trespasses as we forgive those who trespass against us; and lead us not into

temptation, but deliver us from evil. For Thine is the kingdom and the power and the glory forever and ever. Amen.

The officiating minister prays:

Merciful God, heavenly Father, You have said to us through the mouth of Your dear Son our Lord Jesus Christ: "The harvest is plentiful, but the laborers are few; pray therefore the Lord of the harvest to send out laborers into His harvest." Upon this Your divine command, we pray heartily that You would grant Your Holy Spirit richly to (*Name of Pastor*), to us, and to all those who are called to serve Your Word so that the company of us who publish the good tidings may be great, and that we may stand faithful and firm against the devil, the world, and the flesh, to the end that Your name may be hallowed, Your kingdom grow, and Your will be done. We also pray that You would hinder and defeat the detestable abominations of Your enemies who blaspheme Your Name, oppose Your kingdom, and rage against Your will. Graciously hear this our prayer, since You have so commanded, taught, and promised, even as we believe and trust through Your dear Son, Jesus Christ our Lord, who lives and reigns with the Holy Spirit, one God, world without end. **R: Amen.**

The officiating minister blesses the newly installed.

The blessing of the Lord be upon you, that you may go and bring forth fruit, and that your fruit may remain. **R: Amen.**

The PRESENTATION:

The newly installed pastor rises and faces the congregation. The officiating minister says:

Take now the authority publicly to preach the Word of God and to administer the Holy Sacraments.

* *The officiating minister presents the newly installed to the people with these words:*

Upon these your solemn promises I do now declare the Reverend (*Name of Pastor*) *duly installed to the Public Ministry of Word and Sacrament and installed as Pastor of* (*Name of Congregation*).

The congregation may offer acclamation with applause.

The PEACE is shared. The ministers, the newly installed, his sponsor and family, and the congregation may greet one another in the name of the Lord.

The peace of the Lord be with you.

R: And with thy spirit. Amen.

All return to their places.

Sit

The service continues with the offering.