Church

Personnel

Management

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Office of Church Health

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# Personnel Management

**Caution!**

This manual is intended as general information for leaders in the local church. Churches should:

1. **Go slow**. Pick one or two important changes to make and do slow slowly and deliberately getting others “on board” with you in the decision making process.
2. **Know that Baptist churches are autonomous.** Each church will do things differently according to its own needs and situation.
3. **Additionally consult the competent advice of professionals acquainted with church function, church employment and tax law** such as attorneys and CPAs.

# Section One: The Work of the Personnel Committee

(Also known as the Human Resources Committee or the Human Resources Team)

### The Purpose of the Church Personnel Committee

To help the church in matters relating to personnel administration:

* Employment Procedures.
* Salary Plans.
* Personnel Benefits
* Personnel Services
* Legal Requirements

### The Function of the Personnel Committee varies by church

The committee may:

1. Advise the church and staff in matters of personnel.
2. Supervise the staff.
3. Make recommendations related to employment and terminations.

**Editor’s Note**: Each Personnel Committee must within the context of the local church arrive at its own philosophy. It is the author’s strong belief that a good Personnel Committee should be an advocate for the church staff. Who else has this role? The committee should be encouraging and supportive. At the same time, sometimes your best supportive role is to help evaluate their ministry, encourage them toward shared goals and speak the truth in love. Things swept under the rug will eventually blow up. Every meeting and every evaluation should be an attitude check time to sincerely desire the very best for that staff member and for the church family.

### The Relationship of the Personnel Committee may vary by church

In the four “most common” models (in order of their popularity) the committee relates to:

1. Pastor and ministerial staff only (One or more of these will then supervise the secretaries. custodians, food service personnel, instrumentalists, weekday education staff and others).
2. The entire staff.
3. Only the pastor (who in turn supervises others).
4. All staff other than the pastor.

*"The relationship of the Personnel Committee in supervising individual staff members should be clearly defined. Each employee should know who has the responsibility of employing and releasing personnel, who the supervisor is and who he or she may go to for help."1*

Every church will benefit from a personnel committee, even the church with only one staff member (the pastor).1*Church Officer and Committee Guidebook*, Revised, Sheffield and Holcomb, Broadman, Nashville.

# Selecting the Personnel Committee

### The Personnel Committee is elected on the recommendation of the Nominating Committee (or the Committee on Committees).

* The Personnel Committee may be comprised of three to seven members
* Members serve a term of three years with one third of the members rotating off each year.

### Qualifications of committee members

Committee members shall:

* Be comprised of objective men and women who can cooperate, communicate and make decisions while actively seeking God's will.
* Represent the church and staff to one another.
* Implement personnel policies and procedures.
* Act as a sympathetic sounding board to the church and the staff.
* Demonstrate and encourage a loving, caring relationship between staff members, committee members and church members.

### Duties of the Personnel Committee

The committee shall:

* Recommend additional church staff positions.
* Prepare and update job descriptions and the organization chart.
* Recruit, interview, and recommend prospective employees.
* Develop and recommend a salary program.
* Develop and recommend personnel policies and procedures.
* Keep staff and church informed on legal and government requirements.
* Provide for and encourage staff participation in local, state, and national development conferences. 1

1 Refer to Church Officer and Committee Guidebook: Revised by Sheffield and Holcomb for additional ideas

Refer to Effective Committees, Teams and Councils edited by Chip Smith, Office of LeaderCare/Church Administration, Alabama Baptist State Board of Missions for additional ideas

### 4. Develop and Recommend a Salary Program.

**Advantages of a Formal Salary Plan**

1. A planned program takes salary decisions from the business meeting.
2. Ensures fair treatment.
3. Bases salary increases on three factors: merit, longevity and cost of living.
4. Gives incentive and boosts employee morale.
5. Provides that each employee be evaluated annually by his/her supervisor.
6. The employee should know when he will receive his evaluation.

**The Elements of a Salary Plan**

1. Salary rated job descriptions (Job expectations for the salary)
2. A maximum-minimum salary range.
3. A determination of the rates or steps in each plan.
4. The determination of the dates for salary reviews and job performance evaluations.
5. A total salary program which includes salaries, expenses, and benefits.

### 5. Develop and recommend personnel policies and procedures.

### 6. Keep staff and church informed on legal and government requirements.

# Section Two: Calling Additional Staff

## When and How Many

(Reflections on The Multiple Staff Ministry and the Larger Church by Lyle Schaller)

### Do We Need Additional Staff?

## Eight reasons churches call additional staff

1. As a church grows more sensitive to needs, more staff is needed.
2. Increased specialization requires more staff.
3. More pluralistic congregations demand a more diverse staff.
4. Fewer traditional families, resulting in more diverse needs.
5. More women working outside the home, resulting in fewer women available to fill volunteer positions
6. A general drift in society toward "hiring someone else to do it."
7. Decreasing denominational loyalty making it harder to reach people with a small staff.
8. Increasing numbers of marriages from outside the denomination requires much more time be spent teaching doctrine and polity.

### What is not getting done?

Many church members ask "What will a new staff member do?" A better question is "What is not getting done now that will affect us in three to five years?" Typically the answer to this question comes in one of four areas of responsibility:6

1. The failure to assimilate new members into the fellowship of the church.
2. The lack of a consistent leadership development program to provide a constant supply of trained leaders to replace those who move away or drop out.
3. An understaffed program. The church has too few classes, choirs, training groups, women's groups, men's groups, youth fellowships and/or outreach ministries.
4. The process of seeking new members and new Christians is often overlooked.

5 The Multiple Staff Ministry and the Larger Church by Lyle Schaller

6 Ibid

## How much staff do we need?

### Ministerial Staff

#### Staffing for growth, plateau or decline

Most congregations staff for decline or maintenance.

Growth requires a lower ratio of resident members to ministerial staff.

1. Growth is most probable when the ratio is 100:1 or lower.
2. Plateau is most probable when the ratio is between 101:1 and 150:1.
3. Decline is most probable when the ratio is 151:1 or higher.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| If your resident church membership is: | 150 | 300 | 450 | 600 | 750 | 900 | 1050 | 1200 |
| To provide for growth, You need this many ministerial staff positions (including part time) | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |

#### Based on Resident Church Membership

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Average attendance  In worship | 200 | 300 | 400 | 500 | 600 | 700 | 800 | 900 |
| Full-time **program** staff \* | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 7 or 8 |

#### Based on Worship Attendance:

As a beginning point look at the following chart by Lyle E. Schaller based on worship attendance:

#### Note that this chart lists full time positions, not persons.

A full time position may be filled by two or more part time persons or one full time person

\*This figure does not include pastor or music staff.   
\*Program staff is education, children, preschool, youth, singles, sr. adults, etc.

#### This is only a beginning point. Your church will need fewer ministerial staff if:

1. Your church is less than fifteen years old.
2. There is a large debt or mortgage.
3. The church is largely composed of families with children at home.
4. The members share a strong ethnic or nationality tie (other than Anglo).
5. Most of the members are theologically conservative.
6. The church is growing very rapidly.
7. The church is built around the personality of the pastor.
8. The members live in the same community and/or come from the same socioeconomic educational/theological background.
9. The annual death rate is less than 0.7 per 100 members.
10. The adult members are from the 25-55 age range (few senior adults).
11. Small groups are intentionally limited to focus on large groups.
12. The program staff has a long tenure.

#### Your church will need more ministerial staff if:

1. It is more than 80 years old.
2. The church has had more than 300 people in worship attendance but is declining.
3. It has a pluralistic membership.
4. A large number of members were not raised as Baptists.
5. The annual death rate is above 2 per 100 members.
6. The membership lives in a widely scattered geographical area.
7. The pastor has served less than seven years.
8. There is no major debt.
9. A strong service ministry to the neighborhood exists.
10. Less than 30% of adult members live in households consisting of husband and wife with children under 18 living at home.
11. More than 12% of members are widowed and not remarried.
12. The median age of adult members is 50 or higher.
13. There is a strong emphasis on small groups.
14. There is an average of 65 or more households per 100 members.
15. The members show strong support for reversing the decline in membership and/or attendance.

### Ministry assistants or secretarial staff

#### Ministry assistants

Most churches use one of three basic styles of working relationships. They are:

1. Traditional assistant.
2. Task based ministry with few personal assistants.
3. A blend of the above.

#### Traditional assistant

In the traditional church office, the minister has the primary task assignments and the assistant has the assignment of supporting the work of the assigned minister. This is the typical pattern of years past. In such situations, most churches would be wise to strive for a ratio of assistants to ministers of at least one to one (the number of assistants equal to, or greater than the number of ministers).

The temptation is to cut the number of assistants to the point that one secretary assists two ministers. This rarely works to maximum efficiency. Often it is best to have two part-time assistants rather than one shared assistant.

#### Task based ministry

The task based style is the model where everyone has his or her own task assignment. The ministry assistant (secretary) has no little or no direct assignment of supporting the work of the assigned minister. The minister does his own clerical work and correspondence. The relationship may be supervisory, with some delegated work, but the basic pattern is individual task assignments.

This style may allow a ratio of one ministry assistant to each two ministers; In other words, 20 ministry assistant work hours for each full-time minister. Recently, this ratio may be one ministry assistant for even four full time ministers. This will vary widely. Newer and younger churches are not using typical means of communication and operation. This may include text messages rather than mail; newsletter even by text or email; a church app and online giving.

#### A blend of the above

In this office, there is still a strong remnant of the traditional office. There is a direct support relationship of ministry assistants to ministers. This style may allow a ratio of three ministry assistants to each four ministers; In other words, 30 ministry assistant work hours for each full-time minister. However, in most cases the Sr. pastor will have a personal assistant

|  |  |  |
| --- | --- | --- |
| Based on Number of Ministerial Staff | | |
| Traditional assistant | **1:1** | One 40-hour assistant per full-time ministerial staff member. |
| Blended | **3/4:1** | 20-30 hours of assistant time per full‑time ministerial staff member. |
| Task based ministry | **1/4-1/2:1** | 10-20 hours of assistant time per full-time ministerial staff member. |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Based on Worship Attendance: | | | | | | | | | |
| Average **Worship** Attendance | 100 | 200 | 300 | 400 | 500 | 600 | 700 | 800 | 900 |
| Traditional assistant | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Blended | 2 | 3 | 4 | 4 | 5 | 6 | 7 | 8 | 9 |
| Task based ministry | 1 | 2 | 3 | 3 | 4 | 5 | 5 | 6 | 7 |

Note that this chart lists full time positions, not persons.

A full-time position may be filled by two or more part-time persons or one full time person.

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Based on resident church membership** | | | | | | | | |
| If Your Resident Church Membership is: | 150 | 300 | 450 | 600 | 750 | 900 | 1050 | 1200 |
| **To support growth, you need this many secretarial staff positions (Including Part Time)** | | | | | | | | |
| Traditional assistant | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| Blended | 1 | 2 | 3 | 4 | 4 | 5 | 6 | 7 |
| Task based ministry | 1 | 2 | 2 | 3 | 4 | 5 | 5 | 6 |

# Are Our Personnel Costs Out of Line?

Here are some general “Rules of Thumb”

1. The general range for salaries as a part of the total church budget will be 45 – 55%. For a church of 300 members, 50% is a good starting point. Small churches with no debt may spend as much as 80% on salaries.

The General Percentage of the Church Budget dedicated to Personnel costs is around 50%

1. Each full time ministerial staff member should be considered for a salary at or above the median household income for your area.
2. Each full time ministerial staff member (education, music, etc.) should be considered for a salary at or above at least 75% of the pastor’s starting salary. Age group associate ministerial staff (youth, children, preschool, etc.) should be based on a similar percentage of the ministerial staff starting salaries.

### How Do We Create a Position?

**Initiating requests for personnel**

1. Watch for signals:
   1. Growth of the church and or community.
   2. Heavy workloads (Use questionnaire or job/time analysis).
   3. Things that are not being done.
   4. Loss of a valued worker.
2. Prepare any recommendations in writing. Include any impact on ministries, programs, budget and buildings.
   1. Secure input and approval as needed from other committees (Property and Space, Stewardship, etc.).

**What will this position cost in** -

* + 1. Salary?
    2. Benefits?
    3. Ministry and program expenses?
    4. Other costs?

**What will be required in terms of -**

* + 1. Office space?
    2. Equipment?
    3. Ministry space?

B). Secure input from the church.

The use of a survey as to which type of minister is needed is not a good idea. Unlimited choices on a survey will lead to many factions and may lead to division of support. If you need a survey form, see appendix

C). Present any recommendations to the church.

D). Begin the process of search and call.

# Section Three: Developing Job Descriptions

The Church determines who is responsible for developing Job Descriptions:

The Pastor and/or Personnel Committee will usually begin the process. A sub-committee of 3 or 5 members is then formed including:

* The Pastor or Church Administrator.
* One or two Personnel Committee members.
* One or two additional staff members.

**The sub-committee performs the following:**

* 1. Gain input from the staff
     + 1. Prepare a questionnaire for the staff to complete. Meet with the staff:
       2. In smaller churches the staff should meet as a group.
       3. Larger churches may meet separately with each classification of employees:

Ministerial

Clerical

Maintenance

Child Care

Instrumentalists

* + - 1. Explain the purpose of the project to the group.
      2. Distribute questionnaires to each staff member.
    - Read each question aloud to the group and clarify the meaning.
    - Encourage questions from the staff.
    - Instruct each staff member to answer the questions on the form and return the form to his or her supervisor.

1. Allow each staff member to fill out a questionnaire, including the following:

* A time study, kept for one month.
* Answers questions on the form.
* List of any quarterly or annual duties.
* List of any irregular or non-scheduled duties (e.g. Request for letter, baptism, etc.).
* This may be done at the same time that you are revising Church Operating Policies, Office Procedures, and/or Personnel Policies.

1. The Committee and/or the pastor then interview each staff member to gain additional insight.
   1. Each staff member's questionnaire is then reviewed by their supervisor and forwarded to the sub-committee. Gain input from other sources

3. Gather information:

4. Determine the present procedure for changing job descriptions.

5. Secure sample job descriptions from other churches.

6. Secure examples and guidelines from the state church administration office

7. Determine an initial plan for the staff structure

**The sub-committee determines the current staff structure as follows:**

1. Create a chart showing all staff relationships
2. Create a second chart showing all relationships (show all ministries, programs, committees and groups, e.g. every choir, all music councils, etc.).
3. Revise this chart to show the desired arrangement.

**The sub-committee then summarizes the duties of each position. Summarize skills and requirements of each position.**

**Write the Job Descriptions**

**What to include -**

1. List the position title.
2. List supervisor.
3. Summarize responsibilities.
4. List duties:
   1. Be direct. Be specific. Be terse.
   2. Convey definite meaning.
   3. Use specific action verbs (e.g. operate type, maintain, supervise ...).
   4. Use the present tense.
5. Do not include dedication, relationship, credit rating, or morals statements.
6. Refer to individuals by title and not by name.
7. Avoid slanting policies toward individuals.
8. Omit any specific salaries or wage increases.
9. Omit annuity rates.
10. How to go about it
11. Simple is better than complex.
12. General is better than detailed.
13. Brief is better than wordy.

## Writing Good Job Descriptions—Help Clarify the Picture

Good job descriptions should be helpful to the minister and should clarify the important parts of the job. The job description should be the basis for the evaluation. One helpful way to provide clarity and to “keep the main thing the main thing” is to categorize the responsibilities. Personally, in my nearly 40 years as a pastor, I understood the pastor’s role to be in three primary areas: (1) Preaching/Teaching, (2) Pastoral Care and (3) Administration.

**Youth Ministry**

Keith Loomis, who has served in youth ministry for many years, pictures it as a triangle. The first portion is the ministry with the youth. The second is ministry to the parents. The third is ministry with the teachers and youth leaders. All three aspects are important for a good youth ministry.

**Discipleship**

Lee Wright, who served for many years as minister of education, says he also divided his responsibilities into groupings which helped him to picture the main roles. These groupings are (1) an administrator, (2) growth agent, (3) educator, and (4) minister.

**Children**

A job description for a children’s minister could focus on (1) ministry to the children, (2) to the workers, and (3) to the parents. A job description for teacher in a preschool or daycare setting could be categorized into 3 basic areas: (1) guiding the children, (2) relating to the parents, and (3) working with the team. So organize both the job description and the evaluation tool to focus on the “big picture.”

**The sub-committee then completes the process**:

1. Review the job descriptions
2. Present the proposed job descriptions to the entire personnel committee:
3. Review each job description and revise as needed.
4. Meets with each staff member individually to discuss the new job description (especially any revisions) noting any needed changes.
5. Present the proposed job descriptions to the entire personnel committee:
6. Review any changes needed after the interview. Revise as needed.

### Approve the Job Descriptions

* The full Personnel Committee presents the job descriptions to the church leadership team (or the church council) for approval.
* The Personnel Committee and the church leadership team should present the job descriptions to the church for approval.
* Come to a consensus:
* Distribute copies to all church members.
* Encourage questions.
* Conduct question and answer meetings. Revise if needed.
* Vote on the Job Descriptions at a regular or special called church business meeting

* The Pastor and the Personnel Committee each should maintain a file of job descriptions.
* The Personnel Committee should conduct a review of all job descriptions at least annually and recommend changes as needed.
* Reviews of individual job descriptions should also be conducted by the Personnel Committee as follows:

(1) When a staff member leaves the employ of the church.

(2) When a new staff member enters the employ of the church.

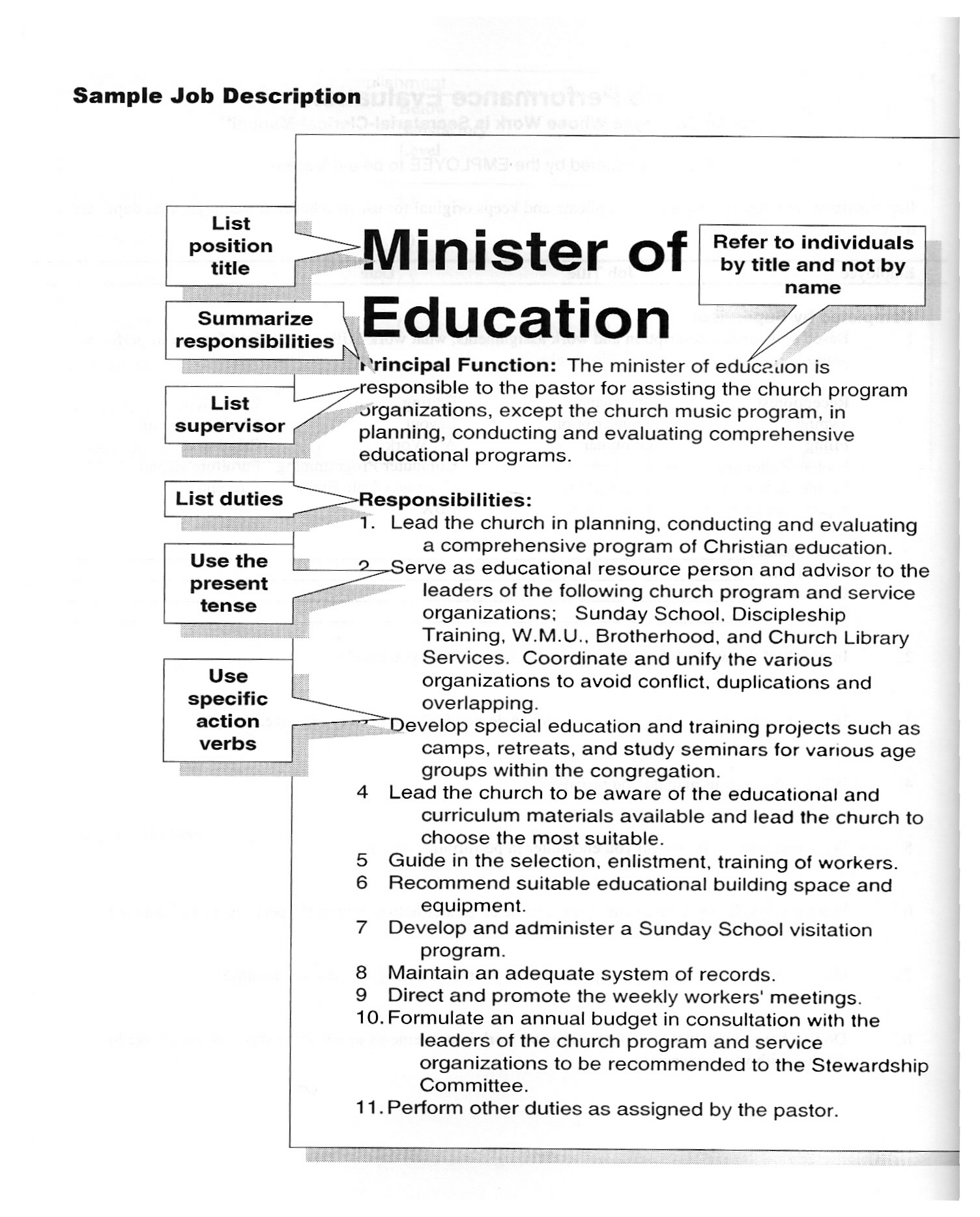
(3) When requested by any staff member.

(4) When requested by any supervisor.

(5) When requested by the administrator (if other than the pastor).

(6) When requested by the pastor.

(7) When requested by the Personnel Committee.



# Section Four: Employee Evaluations

**Performance Review**

The performance review is a time to recognize achievement, set goals and objectives, to deal with potential problems and to recommend a merit increase for a valued employee. It can enhance the employee, encourage him and help him to be even more productive. The performance review should be based upon the job description for clarity. Standard evaluation forms may be used as a guide, but should be adapted to the job description. Earlier in the section on Job Descriptions, we noted that it is a good practice to categorize the job description into major headings. This helps the employee see the main tasks and helps him to "keep the main thing the main thing." This same practice helps the Personnel Committee to focus on the most important aspects and to not dwell on trivial matters.

**Pastor**

If the pastor has already spent many years at the same church, to impose evaluations may signal that there is significant dissatisfaction with his performance, even though that may not be the case. If you wish to begin the practice of formal annual pastor performance evaluations, it is suggested you start them with the next pastor and he be told of this before he comes. Such information may determine whether he chooses to come as pastor. In any case, such evaluations should always be given in love and be as positive and encouraging as possible. It will give your church a better pastor. It is necessary that there be a time when the pastor receives response to his ministry by the church family. One suggestion is that the pastor initiate informal, honest feedback and input from those he feels he can trust and who have the best interests of the pastor and church at heart. Another suggestion could be that the pastor and deacons have a time of mutual evaluation where the pastor evaluates the deacon ministry and the deacons evaluate the pastoral ministry. The same approach can be done with the Church Council/Leadership Team.

**Ministerial Staff**

In many churches, the Pastor evaluates the staff and then gives a report to the Personnel Committee. In other churches the Pastor and the Committee do the evaluation together. Regardless of how it is done, the pastor should always be involved. The evaluation should focus on the most important responsibilities as stated in the job description. The utilization of the categories or major headings of the job description should be used during an evaluation to remain on course.

**Self-Evaluation**

Self-Evaluation can be a tool helpful in the process. The staff member can review his own work based upon

1. Accomplishments for the year
2. Weaknesses or goals not achieved
3. Goals for the coming year.

After a self-evaluation, the pastor or supervisor can affirm the accomplishments and provide guidance toward future goals.

# Pareto's Principle - The 80-20 Rule

Pareto's Principle says that 80% of our results come from 20% of our work. One of the lessons we can learn is this: Don't just "work smart", work smart on the right things. Another way to say this is "Keep the main thing the main thing!" A good performance review can be beneficial to both the minister and to the church in this way.

### Conduct Performance Evaluations:

Advantages of Performance Evaluations

1. Gives incentive and boosts employee morale.
2. A planned program takes salary decisions from the business meeting and ensures fair treatment.
3. Strengthens communication.
4. Focuses on common goals.
5. Bases salary increases on three factors: merit, longevity and cost of living.
6. Provides that each employee be evaluated annually by his/her supervisor

Evaluate on:

1. Job knowledge.
2. Work accomplished.
3. Planning.
4. Initiative.
5. Attitude.
6. Teamwork
7. Quantity of work
8. Quality of work

For each area evaluated, decide if work is

A) Less than acceptable.

B) Satisfactory.

C) Above expectations.

Evaluate at least annually (more often with new employees).

A) After first two weeks.

B) After first six months

C) Annually thereafter.

The employee should know when he will receive his evaluation.

# Termination Procedures

**Employees (Non-Ministerial)**

1. Resignation

Resignations must be presented in writing.

Two week’s notice is required. The church has the right to pay two weeks salary and make the resignation effective immediately.

The employee shall be paid the equivalent of salary for any unused vacation.

The employee shall be paid the equivalent of salary for any unused personal leave.

The employee shall not be paid the equivalent of salary for any unused sick leave.

2. Retirement

One month notice is required.

The employee shall be paid the equivalent of salary for any unused vacation.

The employee shall be paid the equivalent of salary for any unused personal leave.

The employee shall not be paid the equivalent of salary for any unused sick leave.

3. Forced Termination

The employee shall receive two weeks’ pay and be discharged immediately.

The employee shall be paid the equivalent of salary for any unused vacation accrued (Do not try to withhold this).

The employee shall be paid the equivalent of salary for any unused personal leave.

The employee shall not be paid for any unused sick leave.

**Ministerial Staff**

1. Resignation

Resignations must be presented in writing.

Two week’s notice is required. The church has the right to pay two weeks salary and make the resignation effective immediately.

The employee shall be paid the equivalent of salary for any unused vacation.

2. Retirement

One month notice is required.

The employee shall be paid the equivalent of salary for any unused vacation.

3. Forced Termination

Forced termination should be avoided if at all possible. Before termination, the minister shall be required to participate in mediation.

A. Conflict Management.

B. Counseling.

In cases of serious problems the staff member shall receive either six months' pay or one month's pay for each year of service (whichever is greater) and be discharged immediately.

The employee shall be paid the equivalent of salary for any unused vacation accrued before the date the termination agreement is initiated.

The employee shall be paid the equivalent of salary for any unused personal leave.

The employee shall not be paid for any unused sick leave

# Deep Principles during Difficult Times and Possible Termination

**By Dale Huff, Former Director of the Office of LeaderCare/Church Administration**

**Alabama Baptist State Board of Missions**

1. **There should be no surprises**. Tell the staff member the situation. Tell him honestly about the needed areas of improvement. If resignation/termination appears certain, be honest about that. Explain honestly the anticipated steps. “I would like to ask you to resign effective \_\_\_\_\_\_\_\_\_\_\_. If you do not resign, we will have a joint meeting with the deacons and personnel committee. Etc.”
2. **Use a carrot and stick**. These seem manipulative, but do so in an attempt to persuade and also an attempt to be open and honest. “If you will cooperate in this process I will do everything possible to obtain the best possible severance and help for you to relocate. If you are not cooperative, here is what will happen…”
3. **Keep the discussion to the main 3 or 4 complaints.** When we are dissatisfied with a staff member, we may have in mind a dozen or more complaints. Concentrate only on the top 3 or 4.
4. **Follow the bylaws.** Do not deviate from the bylaws – there will be many negative consequences and possibly legal consequences.
5. **Be fair. Be full of grace**. Process can be more important than product. A congregation which basically agrees that a change is needed can quickly change sides if there is a perception that the process is not fair.
6. **It takes 6 months or longer** to find a place of ministerial service. Severance should be generous and should be based on this fact. Consider needs even beyond 6 months if needed such as income, continuation of insurance, career counseling, etc.
7. **Utilize important key leaders** in the church such as the chairman of deacons and chairman of the personnel committee. Make sure that you have the support of key leaders.
8. **Realize that others are not where you are.** They may not realize that you have given many warnings and while you are at the end of your rope, they are not. A little slower process may be required to bring everyone along.
9. **Don’t mislead the congregation!** Often statements are made which cause suspicion such as “for personal reasons.” Have one person authorized (such as the chairman of deacons) to tell the truth. Concentrate on those most important issues – do not go into more detail than is necessary. Do not attack. Authorize key leaders such as the deacons to correct misinformation and rumor whenever and wherever needed.
10. **Time to vacate the office should be as short as possible but reasonable**. You may allow the staff member to consider the notice time as vacation. Have a reasonable time to vacate the office, but not a punitive demand such as 24 hours or “you may only come at night.”

# Section Five: Employment Practices

**Filling Vacancies**

There are two distinct processes for filling vacancies

1. Employment screening for application and hiring of non-ministerial personnel
2. Search and call of ministerial personnel

Employment Screening for Application and Hiring of **Non-Ministerial** Personnel

1. Pray for the Holy Spirit's leading in each step of the way
2. Prepare or update a job description for the position
3. Prepare an application form
4. Publicize the available position
5. Receive applications ( Have prospective employees complete an application form)
6. Request references (Later in the process you will check all references carefully)
7. Conduct interviews. Ask questions. Evaluate intangibles
8. Evaluate each applicant -

* Is the applicant a Christian, active in a local church?
* Is the applicant neat, alert, and of good countenance?
* Is the applicant tactful, courteous, confident, warm, enthusiastic, etc?
* Does the applicant possess the needed speaking ability, grammar, pronunciation, style and expressiveness?
* What are the applicant's education, background and experience?
* What about the applicant's mental alertness, personality, and cooperativeness?
* What is your initial impression?

1. Choose two or three possible persons
2. Test for skills
3. CHECK references on the best ones
4. Involve both the administrator and the immediate supervisor in the final decision
5. Conduct a second interview with the administrator and the immediate supervisor present
6. Choose one person you wish to employ
7. Criminal background check
8. Credit check for financial position
9. Make a job offer -

Meet with the prospective employee/ Have the administrator, and the supervisor present Discuss the following -

(1) Salary and benefits

(2) Duties

(3) Staff Organization Chart

(4) Supervision

(5) Trial period (if any)

(6) Make the offer in writing / Prepare a document called Employment Agreement which includes the following -

(a) Position and duties (Include Job Description with specific duties)

(b) Initial salary (List the initial compensation rate and basis)

(c) Date of employment

(d) Signature of the employer and employee on each page of each copy/ Include signatures of the Pastor, the supervisor and the Chairperson of the Personnel Committee

(7) Give a copy to the prospective employee

(8) File copies as follows -

(a) The Employee's Personnel File

(b) The Personnel Committee File

Search and Call of **Ministerial** Personnel (Usually there is a special committee to seek a new pastor)

1. Pray for the Holy Spirit's leading in each step of the way
2. Prepare or update job descriptions
3. Prepare an application form (if desired)
4. Publicize the available position
5. Contact the Office of LeaderCare/Church Health at 1-800-264-1225 at the State Board of Missions.
6. Contact the Director of Missions in your association
7. Receive resumes in the Personnel Committee or Pastor Search Committee if seeking a pastor
8. Have prospective ministerial personnel submit a resume
9. Request references
10. Carefully evaluate the resume in the Personnel Committee
11. Narrow the list to two or three possible persons
12. Conduct telephone interviews
13. Inform the individual that you are in the early stages of considering several prospects for the ministerial position
14. Ask questions / Evaluate each applicant, considering the following -

(1) Is the prospective staff member active in, and supportive of the local church, association, state and denomination?

(2) Is the prospective staff member neat, alert, and of good countenance?

(3) Is the prospective staff member tactful, courteous, confident, warm, enthusiastic, etc?

(4) Does the prospective staff member possess speaking ability, grammar, pronunciation, style and eloquence?

(5) What are the prospective staff member's education, background and experience?

(6) What about the prospective staff member's mental alertness, personality and cooperativeness?

(7) What is your initial impression?

15. Evaluate intangibles

16. CHECK references on the ones with whom are most impressed

17. Criminal background check

18. Credit check. Not looking for perfect score, but simply that the person is responsible/demonstrates integrity.

18. The personnel committee should choose one person to whom they wish to consider extending a call

**19. Deal with only one person at a time**. Tell the person you are dealing only with him or her

20. The Pastor, supervisor and the Personnel Committee meet with the prospective staff member / This first meeting should focus on broader issues such as philosophy and work styles

The Personnel Committee will need -

* To ask fair, but probing questions
* Detailed information from the prospective staff member's previous ministries

The Personnel Committee will provide to the prospective staff member -

* Answers to the prospective staff member's questions.
* Candid, detailed information about the church's ministries including enrollment, attendance, giving, missions and evangelism

Personnel Policies including -

(1) Salary and benefits.

(2) Duties (Job Description)

(3) Organization Chart

(4) Supervision

(5) Grievance procedures

(6) Provide copies of policies -

(a) Operations and/or Procedures Manual

(b) Church Policy Manual

The Personnel Committee will decide if they wish to continue or to move in another direction.

1. Pray for the Holy Spirit's leading
2. Vote as a committee
3. Let the prospective staff member know immediately of your decision

The Pastor, supervisor and the Personnel Committee meet a second time with the prospective staff member. This second meeting may focus more on details.

Introduce the job -

* Review the job description for the position
* Review the Personnel Manual (Benefits, Salary, etc.) with the prospective staff member. If time and situation allow (1) Review the operations and/or procedures manual. (2) Review the Policy Manual.
* Describe the church -

Programs

Ministries

Ministers and other ministerial staff

Calendars

Schedules

Church personality

Church operations -

(1) Church Council/Leadership Team

(2) Deacons

(3) Committees and/or teams

(4) Other groups

* Provide a brief church history
* Describe the staff
* Describe the staff organization
* Clarify how each staff member relates to the church programs
* Tour the building (if you are meeting in the church)
* Visit the pastorium or staff home if one is provided
* Tour the community (if you are meeting in the church community)

The Personnel Committee will decide if they wish to continue or to move in another direction

1. Pray for the Holy Spirit's continued leading
2. Vote as a committee
3. Let the prospective staff member know immediately of your decision
4. Invite the prospective staff member to visit the church on a Sunday or over a weekend in view of a call
5. Schedule meetings with various groups (don't forget to provide for the prospective staff member's children and teenagers)
6. Search committee (if different from the personnel committee).
7. Personnel committee.
8. Church leadership team (formerly known as the church council).
9. Deacons (if desired).
10. Special or constituent groups.
11. All ministerial staff.
12. The total office staff (VERY IMPORTANT).
13. Individuals who will work directly with the prospective staff member.
14. Church members (consider a reception or a picnic).

6. Plan an opportunity for the prospective staff member to provide leadership or service similar

to that which the position requires.

7. Schedule Quick Tours:

a) Church facilities.

b) The community: Housing, schools, shopping, etc.

c) Office space.

d) Church owned housing

8. Agree on a date to begin the new ministry.

Recommendation to the Church in a Business Meeting

1. Vote, as a congregation, on whether to extend a call
2. Excuse the prospective staff member from the church business meeting (Voting with the prospective staff member present can be embarrassing when the vote is not a solid yes)
3. Contact the prospective staff member immediately
4. Communicate the results, including the actual vote count
5. Ask the prospective staff member to pray and respond
6. Make the offer in writing by preparing a written employment agreement
7. Arrange for the move
8. Allow the prospect to contact their choice of moving company as per church policy
9. Arrange to provide payment of the movers immediately upon arrival

**Welcome the New Staff Member** Every survey known to exist shows the first day on the new job is the most important in predicting an employee's attitude, productivity, and value to an organization.

DO NOT WASTE THIS DAY. SPEND IT WITH YOUR NEW STAFF MEMBER!!!

Introduce the job –

Review the job description for the position

* Provide an operations and/or procedures manual
* Provide a Policy Manual
* Provide each employee with a copy of the Personnel Manual (Benefits, Salary, etc.) / Review this with the new staff member.
* Review the church -
* Programs
* Ministries
* Ministers and other ministerial staff
* Calendars
* Schedules
* Church personality
* Church operations -

Church Council/Leadership Team

Deacons

Committees & Other groups

* Provide a brief church history.
* Introduce all staff.

l) Describe the staff organization

2) Clarify how each staff member relates to the church programs

* Tour the building / Tour the community
* If the new employee is moving from another town to take the job -

Meet community leaders, Locate shopping, etc.

Locate a few members’ homes,

Visit any missions or ministry points.

# Section Six: Salary Administration

**What the Bible says**

1. God instructs His people to provide adequate financial support for the ministers He and the churches call to serve them.
2. In I Corinthians 9: 14 it is written that the Lord ordains that those who preach the gospel should be supported by those who receive the gospel.
3. Before this verse, the apostle Paul makes some strong points:

* In everyday life, workers are provided a livelihood (1 Corinthians 9:7).
* The Law of Moses calls for fair pay (1 Corinthians 9:8-11).

1. The custom of Israel was that those who served in the temple receive support from the temple (I Corinthians 9:13).
2. The New Testament example is for the church to provide financial support for pastors, other ministers and employees.

Since this is God's will and His intention for the church, we must take this instruction very seriously. We must carefully plan financial support for God's called-servants.

**What is not salary?**

1. The fallacy of the" lump sum"

Many churches make the mistake of providing what they call a "lump sum" for the support of the minister. The money is allocated as the minister sees fit. This approach, as well as the term "Package," should be avoided.

1. Disadvantages of the lump sum approach:

* Church members are led to conclude that the church is paying the minister a lot more money than is actually the case.
* Additionally, in the press of tight finances, the minister may fail adequately to protect the family through the Personal Security Program (life, accident, disability and medical protection) and the Church Retirement Plan. This failure may result in moral and financial liability to the church, as well as to the minister and the minister's family.
* Finally, the IRS has ruled that churches may not reduce a minister's pay to cover church expenses.

3. Specify a compensation plan with financial support categories instead of a "Package."

The cost of supporting ministry activities is not salary. Correctly identify items that are the church's responsibility.

Financing church required ministry activities enables the ministry performance. These expenses include "the tools of the ministry."

Items often lumped in a "package" which are not income:

1. Transportation for visitation and other required ministry responsibilities.
2. Books, periodicals and other resources for sermon preparation.
3. Continuing education for development of ministry skills.
4. Expenses for participating in denominational conferences and conventions
5. Funds for the ministry of hospitality.

* These funds are not part of the minister's personal salary. They are expenses the church requires of the minister for maintaining ministry with the church and therefore the church's cost of having a minister. These funds enable the minister to serve the church and community, but if the funds are not separated from salary, the minister will pay tax on the money that really was a church expense.
* Provide these church ministry-related expenses by adopting an **Accountable** **Reimbursement Plan.**

1. Reimbursement is good stewardship as it provides tax advantages for the minister, church staff member, and the church.
2. Reimbursement fairly and appropriately distributes the funds in the budget designated for these ministry activities.
3. It creates consistent reporting and reduces questions over allowable expenses.
4. It clearly directs the minister and church when reimbursements occur.

* The Personnel Committee or church Stewardship Committee should determine and establish specific amounts of these items,

1. Sit down with each minister and each paid worker and discuss these items.
2. Prepare a worksheet that can save time and help make this discussion fruitful
3. Give a copy of the worksheet to each staff member. Have them complete & return it.

The Committee will then have valuable information to consider before meeting with the staff member. This approach can be highly beneficial to the church and to the minister.

* **The cost of providing protection coverage is not salary**

Providing protection coverages is the next key financial support category, to protect the church and the employee. These coverages, which demonstrate that the church is a responsible employer, includes but is not limited to insurance and retirement plans.

* **The Personal Security Program** administered by GuideStone Financial Resources, SBC provides these coverages:

i) Term Life Insurance.

ii) Personal Accident Insurance.

iii) Disability Insurance.

iv) Medical Coverage.

The Church Retirement Plan administered by GuideStone, SBC meets the unique retirement planning needs of pastors, other ministers, and eligible church employees (working at least 20 hours). In Alabama, every eligible participating employee receives two benefits from the Alabama Baptist Convention. A Disability Protection Benefit of up to $500 until age 65 and a Survivor Protection Benefit of up to $100,000 decreasing by age. In addition, the State Convention matches monthly contribution for ministerial staff exceeding $105 per month. All contributions by the employee, church or state convention are 100% vested in the employee's retirement income account.

* Churches can be placed in jeopardy if they do not provide insurance protection and retirement benefits for the persons they call to serve and employ.

1. If an uninsured incident occurs, the community may question the church's Christian integrity.
2. Neglecting to support a financially distressed minister and family shows poor Christian witness.
3. When such a disaster happens, providing for the minister's family without this protection can be extremely costly. It also diverts money from missions and ministry.

**What is salary?** .

1. Financial support for living expenses is salary .
2. Paying a salary is the final key financial support category to provide adequate living expenses. This is true compensation or pay - the dollars the minister has to live on.
3. Reimbursements and benefits should be kept separate and **not** considered to be actual pay since they are required expenses of the church.

**Salary includes the following categories (which are taxable):**

1. Salary/Wages (Cash pay).
2. Housing (or Pastorium) Allowance (mortgage or rent, utilities, household furnishing, etc.) Only ordained men may receive this benefit. This is only taxable for self –employment taxes (Social Security), not income taxes.
3. Social Security equivalent (if staff member qualifies and the church provides).

**Providing adequate Salary**

Review personal financial support at least annually.

Give special consideration to three matters:

1. Cost-of-living increase – Consider inflation increases

(1) If employers don't give an annual pay increase equal to the Consumer Price Index, a worker's spendable income is reduced.

(2) Over a period of time, this can result in a serious burden on the staff member.

(3) The longer the staff member stays, the lower his real income.

2. Merit pay - Churches should reward productive workers who "go the second mile."

If possible and appropriate, you should provide a merit increase or a merit bonus.

3. Longevity

**Housing Allowance** (mortgage or rent, utilities, household furnishing, etc.)

Give ordained ministers the opportunity to estimate the portion of pay needed for housing.

The church or some authorized committee that keeps noted minutes should then take action to designate an official "housing allowance" equal to this amount.

This may be changed as needed throughout the year, but only in advance of spending and receipt of income (not retroactive).

**Social Security Equivalent**

Some churches provide a "Social Security equivalent": Money to help ordained ministers pay their self-employment tax for Social Security.

Employers pay half the cost of Social Security for lay employees and withhold the other half. Ordained ministers are employees for federal and state income taxes but are considered self-employed for Social Security purposes. Therefore the minister pays both the employee and the employer (church) portion of the Social Security tax as required by the IRS, as Self-Employment Contributions Act (SECA) tax).

Churches are not required to pay half the Social Security tax for ordained ministers as they are for lay employees under the Federal Insurance Contributions Act (FICA).

"Social Security equivalent" is fully taxable compensation.

It can ease the financial burden of this heavy tax for the ordained minister.

The Social Security equivalent could be an amount equal to:

* The full tax, or
* The percentage the church is required to pay for lay employees.

**How to Administer Salaries in a Fair Way**

Salaries should be based on a Formal Compensation Plan (FCP)

Advantages of a FCP:

1. Planned program takes salary decisions from the public politics of the business meeting and ensures fair treatment.
2. Starting salaries and benefits are based on the position's salary rating.
3. A FCP bases salary increases on three factors: cost of living, merit, and longevity.

Cost of living raises are annual, based on the actual cost of living.

Merit pay is evaluated on a pre-determined date based on work related goals. This gives incentive and boosts employee morale.

A FCP provides that each employee be evaluated annually by his/her supervisor:

* Evaluations should be based on job knowledge, planning, initiative, attitude, teamwork, quantity of work and quality of work.
* Salaries should be reviewed at least annually (more often with new employees).
* The employee should know when he/she will receive his/her evaluation.

The Purpose of a FCP:

1. To establish a fair salary relationship among all staff according to job descriptions.
2. To maintain staff salaries competitive with comparable job descriptions in community businesses and churches.
3. To establish and to administer a set of salary policies and procedures in a fair and consistent manner.
4. To support in the managing of staff workers.
5. To aid in attracting and retaining top quality employees.
6. To provide a way to grant merit increases to deserving employees.
7. To provide incentive for employee self-development and job improvement.
8. To establish controls for keeping growing salary costs in line with the church budget.
9. To keep salary decisions out of the church conference (business meeting).

**The Elements of a Compensation Plan**

Setting up the Plan

**l) Separate** personal income, protection coverages and church ministry-related reimbursement funds:

Personal income is actual pay. This includes:

* Base salary.
* Housing: (mortgage or rent, utilities, household furnishing, etc. if staff member is ordained and qualifies).
* Social security equivalent (if staff member qualifies and the church provides).

The plan should include protection coverages to protect the church and the minister, but these should not be included in salary calculations:

* Term Life Insurance (if staff member qualifies).
* Personal Accident Insurance (if staff member qualifies).
* Disability Insurance (if staff member qualifies).
* Medical Coverage (if staff member qualifies).
* Dental Coverage (if staff member qualifies).
* GuideStone Retirement Benefits (if staff member qualifies).
* Social Security Benefits (if staff member qualifies).

The Plan should include church ministry-related reimbursement funds used to reimburse staff members for church expenses. The church should pay these as they are submitted. Therefore the following items are included in the Compensation Plan, but should not be included in salary calculations:

* Transportation for visitation and other ministry.
* Expenses for participating in denominational conferences and conventions.
* Continuing education for development of ministry skills.
* Books, periodicals and other resources for sermon preparation, etc. Funds for the ministry of church hospitality in the minister's home.

Create “Rated” Job Descriptions

Each staff position should be evaluated and assigned a pre-determined set of minimum expectations for a person employed or called. These should cover the following considerations:

* Education and training.
* Experience.
* Ability and performance.

Create separate and well-defined salary classifications to administer personal income.

Consider the following set of salary classifications as examples:

(1) Pastor.

(2) Ministerial staff.

(3) Ministerial staff associates.

(4) Support staff.

Assign each position (or Job Description) to a salary classification

Determine starting or minimum salary levels for each salary classification.

Begin with the Pastor

A Base Point should be established as the minimum or starting salary for the pastor. The Base Point (and all salary steps) includes the total of:

(1) Salary/wages (cash pay)

(2) Housing Allowance (mortgage or rent, utilities, household furnishing, etc.)

Exclude social security.

Consider the factors affecting Salary Base Point

1. Economic conditions of the community around the church.
2. The average salary of professionals within the church of like education and ability.
3. The actual cost of housing, utilities, maintenance, appliances, and furnishings for your area of the state.
4. Set the housing high enough to allow the minister the maximum tax savings.
5. Other churches of similar size, budget, economic environment, cost of living and location. Pay at least the median household income for your area.

Use the Base Point as a reference point to calculate the minimum salary for each salary classification.

Set a minimum salary range for each classification. These should fall between 75-90% of the minimum salary level for the next higher salary classification

(Example: If the pastor's minimum were $50,000, the ministerial staff s minimum at 90% would be $45,000, or $37,500 at 75%)

Determine the salary steps in each classification

Establish a "salary window" on top of each salary classification's minimum. Include the following salary points:

* Minimum salary (the base point or reference point). Midpoint (usually set at 5% above the base point
* Maximum (usually set at 10% above the base point).

Establish a series of equal steps within each window. The minimum amount of difference between steps is usually no less than 2%.

In a plan with a 10% window and 2% steps the steps are:

(1) Minimum plus 0%

(2) Minimum plus 2%

(3) Minimum plus 4%

(4) Minimum plus 6%

(5) Minimum plus 8%

(6) Minimum plus 10%

The midpoint would fall between steps at 5%.

These steps will be used as salary levels when increases are given for merit and longevity.

**Conduct Performance Evaluations**

Provide each employee an evaluation annually by his/her supervisor:

Evaluate on:

(1) Job knowledge

(2) Planning

(3 ) Initiative

(4) Attitude

(5) Teamwork

(6) Quantity of work

(7) Quality of work

For each area evaluated, decide if work is:

(1) Less than satisfactory

(2) Satisfactory

(3) More than satisfactory

Evaluation frequency:

(1) At least annually

(2) More often with new employees

(a) After first two weeks

(b) After first six months

(c) Annually thereafter

The employee should know when he/she will receive his/her evaluation.

The determination of the dates for salary reviews and job performance evaluation will be set to the convenience of both employee and committee but with regularity

Provide a Cost of Living Adjustment (COLA)

An annual cost of living adjustment (COLA) based on the Consumer Price Index (CPI) is applied annually to all employees who rate at least satisfactory on their job evaluation.

Based on the annual change in the September Consumer Price Index (CPI) for your county or slate (index information is released by the Department of Labor during the second week, of each month for the previous month and printed in all major financial newspapers

Apply COLA to the following salary levels for all employees:

(1) Actual pay.

(2) Minimum salary level.

(3) Midpoint salary level.

(4) Maximum salary level.

(5) Each step.

Make this effective on January 1 of the new church budget year or employee’s anniversary date.

Exceptions to COLA increases

1. Employees whose work is unsatisfactory
2. Employees on probation
3. Interim employees

COLA increases will affect the upward cost of other employee benefits that are percentage driven (Retirement benefits, Social Security benefits, etc.)

Responsibility

The Administrator (or Personnel Committee chairman) shall be responsible for determining, substantiating and presenting the COLA recommendation to:

(1) The Personnel Committee for approval or disapproval

(2) The Stewardship Committee for approval or disapproval

Determine if budget dollars are sufficiently available to cover COLA increases

Take the total dollars available and divide by the total of all salaries/wages, housing and other employee benefits which are percentage driven (i.e. - Retirement benefits, Social Security benefits, etc.).

The resulting percentage is the partial COLA increase.

Apply this percentage to the Compensation Plan and dollars that will be available to cover all percentage driven items as well.

Provide an annual bonus or merit salary increase (step) for each of the following:

a) Employees who rate satisfactory

b) Employees who rate bonus or merit salary increase (step) for longevity upon completion of each five years on an employee's employment anniversary date.

Determining the appropriate Level of Compensation

1) Consider the factors affecting salary:

* Economic conditions of the community around the church.
* The average salary of professionals within the church of like education and ability.
* The actual cost of housing, utilities, maintenance, appliances, and furnishings for your area of the state.
* Set the housing high enough to allow the minister the maximum tax savings. He can give back the excess but cannot recover the deficit.
* Other churches of similar size, budget, economic environment, cost of living and location.
* Social security. If the minister pays a rate of 15.3% while non-minister employees pay 7.65%, consider paying the difference of 7.65%.

**Vacation and Sick Pay**

Pastor and staff should not be penalized for accepting God's call to your church.

Vacation and sick leave should begin at employment, not after a probation period. Use the minister's date of his /her first ministry position to compute vacation.

**Inflation -**  Adjustments for inflation or cost of living are **not** a raise but a part of keeping even!

Consider paying at least the median household income for your area.

**Provide merit raises or annual merit bonuses**

Based on a set annual date (choose the employee's anniversary or use July 1 for all employees).

Consider an increase in salary of 2% as a good amount.

**Eligibility for Merit Increase**

**Unsatisfactory Performance**

* Ineligible for merit increases
* Freeze the salary until performance is satisfactory

**Satisfactory Performance**

* Ineligible for merit increases
* Salary shall not exceed the midpoint of the salary range (This may require freezing the salary until the midpoint catches the actual salary)

**Excellent Performance**

* Salary shall not exceed the maximum of the salary range
* Merit increase dollars equal to one step of the salary range will be applied to the salary of employees whose performance is evaluated at this level

**Provide Longevity Pay**

Increase salary by 2% at each fifth year anniversary

**Eligibility for Longevity Increase**

**Unsatisfactory Performance**

* Ineligible for merit increases
* Freeze the salary until performance is satisfactory

**Satisfactory Performance**

* Salary shall not exceed the maximum of the salary range.
* Merit increase dollars equal to one step of the salary range will be applied to the salary of employees whose performance is evaluated at this level.

**Excellent Performance**

* Salary shall not exceed the maximum of the salary range.
* Salary increase dollars equal to one step of the salary range will be applied to the salary of employees whose performance is evaluated at this level.

**Funds Availability**

In the event funds are not available to grant merit increases, COLA increases should be given.

If budget dollars available are not sufficient to cover COLA increases, take the total dollars available and divide by the total of all salaries/wages, housing and other employee benefits which are percentage driven (Retirement benefits, Social Security benefits, etc.). The resulting percentage is the COLA increase. Apply this percentage to the Compensation Plan and dollars will be available to cover all percentage driven items as well.

In the event no funds are available for increases, a COLA priority line item should be included in the budget and the COLA increase should be effective when the stewardship committee determines that funds are available (not retroactively, however).

In the event that COLA increases have not been granted for two consecutive years, job descriptions should be reviewed to determine possible delegation of salaried responsibilities to volunteer workers.

**Provide Benefits in addition to Salary.**

1. Retirement Plan- Provide at least 10% of salary and housing
2. Medical insurance (for the protection of the minister and the church)
3. Life insurance (for the protection of the minister and the church)
4. Disability insurance (for the protection of the minister and the church)

**General Administration Policies for Compensation Plan**

1. Employees who are excellent performers should not have salary moved from minimum to midpoint in one salary increase.
2. Employees who are excellent performers should not have salary moved from midpoint to maximum in one salary increase.
3. Employees at the maximum salary figure should continue to receive COLA increases but not merit increases.
4. All COLA and merit increase percentages should be figured on a worker's base (minimum/starting) rather than present salary.
5. No employee should be employed below the base rate of the job description unless approved by the Personnel Committee.
6. No employee should be employed above the base rate of the job description unless approved by the personnel committee
7. No employee should receive more than one merit increase a year
8. An employee may receive less than the approved annual merit increase percentage but not more than the approved percentage
9. No employee's salary should exceed the maximum rate for the salary range
10. Part-time employee's salaries should be prorated to affect an accurate comparison of their salary with the salary range
11. When an employee is promoted to a position with a higher salary range, the salary should be established at the base rate of the new job description assignment or be granted a two (2) percent increase, whichever is higher.
12. The Administrator, under the supervision of the Pastor, should administer the approved merit increase plan for all employees (except the administrator and pastor) according to budget allocations and salary administration guidelines.
13. The Personnel Committee should administer the approved merit increase plan for the administrator and pastor according to budget allocations and salary administration guidelines.
14. The Personnel Committee should endeavor to bring salaries that are below the minimum rate specified by the salary range, to the minimum level within a two-year period.
15. The Administrator, under the supervision of the Pastor, should evaluate salary ranges with respect to the factors affecting salary base point on an annual basis and recommend modifications to the Personnel Committee when survey data is more than 2.5% over or under current salary range. The Personnel Committee will consider whether or not it is appropriate to modify the actual salary along with the modified range.

**Benefits for All Employees of the Church**

1. Expense reimbursement.
2. Transportation for ministry and church business
3. Books, periodicals and other resources for ministry and church business
4. Continuing education for development of ministry and job skills
5. Expenses for participating in denominational conferences and conventions
6. Medical insurance (Consider providing a group plan for all employees, even part time employees, as an option for which the employee pays. This costs the church nothing, while making insurance more affordable to employees).
7. Term life insurance.
8. Disability insurance.
9. Church Retirement Plan - Any staff member may participate even if the church does not.

For additional suggestions consult:

* The Layman's Salary Study Guide from the State Board of Missions at 1-800-264-1225
* Church Compensation Office, State Board of Missions, 1-800-264-1225
* GuideStone at 1-888-984-8433

SAMPLE

**Reimbursement Policy**

In accordance with IRS regulations 1.162-17 and 1.274-5(e), the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Baptist Church hereby establishes a reimbursement policy for all ministers and staff members with the following terms and conditions:

The church will reimburse only reasonable ministry-related business expenses incurred by a minister or staff member. Subject to budget limitations, such expenses will include:

* Business use of automobile, up to the current IRS standard mileage rate;
* Business travel away from home: transportation, lodging and meals;
* Convention and conferences expenses;
* Educational expenses, if otherwise qualified as an itemized deduction, Subscriptions, books and video and audio, if related to ministry or employment;
* Entertainment/hospitality expenses, if business connection requirement is met.

The minister or staff member will account for each allowable expense in writing at least every 60 days. Documentation will include the amount, time and place, business purpose and business relationship and business relationship of each expense. A receipt will accompany the documentation.

The minister or staff member shall return advances that exceed actual business expenses within 120 days.

Under this accountable arrangement the church will not report reimbursed amounts as taxable income on the minister's or staff member's Form W-2. The minister or staff member should not report reimbursed amounts as income on Form 1040.

SAMPLE

## Financial Support Summary

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(Ideally, categories A, B and C should be spread throughout the church budget. Item A may be placed under church ministry and mission. Item B may be placed under church administration. Item C may be placed under personnel. Item C alone constitutes the person's pay.)

**CHURCH MINISTRY AND MISSION**

A. Church ministry-related reimbursement funds $\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Automobile $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Conventions/conferences $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Books, periodicals, tapes $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
4. Continuing education $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
5. Hospitality $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Total of reimbursement $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**CHURCH ADMINISTRATION**

B. Protection coverages

1. Personal Security Program

Term life $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Personal accident $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Medical $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Disability $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. Church Retirement Plan $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Total protection coverage $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

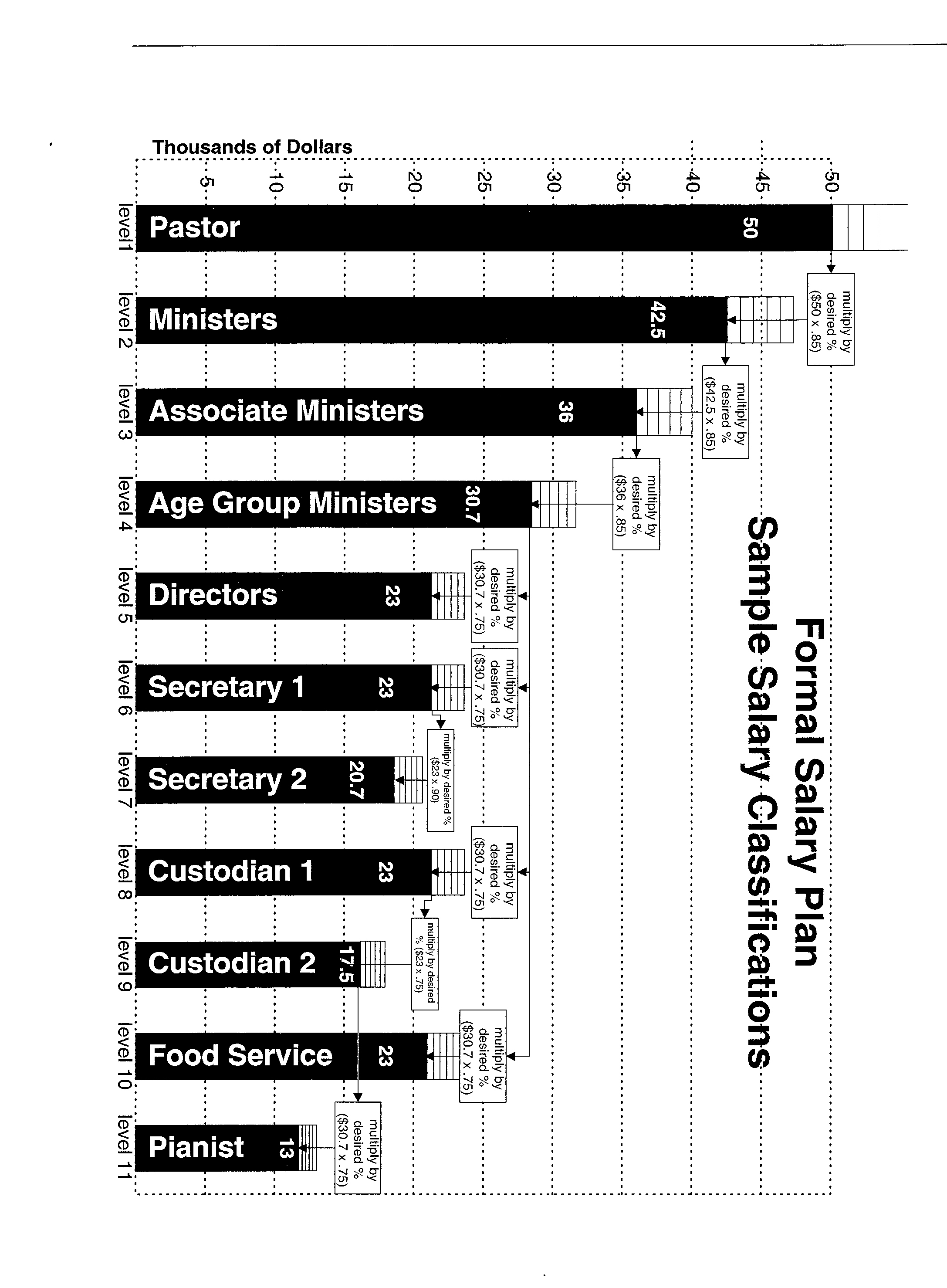
**PERSONAL INCOME**

C. Personal income

1. Cash pay $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Housing allowance $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. Social security equivalent $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Total personal income $\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Provided by GuideStone.



# Section Seven: Developing a Personnel Manual

**Why a church needs a Personnel Policy Manual:**

If you have more than one staff member you need written policies to provide clear communication. Employees want to know about:

1. Salary rates and pay procedures
2. Hours & holidays.
3. Working conditions.

Many staff members have spouses who work for employers who provide excellent policies and expect the church to do at least as well

**How to develop an effective Personnel Policy Manual:**

**Determine the need**. A recommendation may come from:

1. The Pastor.
2. The Administrator (if other than the pastor).
3. The Personnel Committee.

**Determine who is responsible for development of the policies**. Gather information:

1. Write down the present procedure for changing policies.
2. Collect all present personnel policies from church minutes or other sources.
3. Secure sample personnel policies from other churches.
4. Secure examples and guidelines from your state church administration office

(See Appendix, Pages 60 - 84)

**Choose Content**

1. Draft policies (or review and revise copies of those in place).
2. The professional staff reviews the policy draft.
3. The Personnel Committee approves the policies.
4. The Personnel Committee recommends the policies to the church Leadership Team/Church Council
5. The Personnel Committee and the church Leadership Team recommend the policies to the church.

**Come to a consensus**

* Distribute copies to all members.
* Encourage questions.
* Conduct at least two question and answer meetings. Revise if needed.
* The church adopts the policies.

**Other things to consider**

* Avoid slanting policies toward individuals.
* Do not include actual job descriptions in the manual. Instead, state: "each employee shall be furnished a job description."
* Omit any specific salaries or wage increase schedules. Omit annuity rates unless all in a classification are covered. Use titles rather than names.
* Make the finished size small (5 1/2" x 8 1/2" or 3" x 6"). This allows employees to put the policies in their pocket or purse. This gives a psychology of ownership much more easily than a large notebook size.
* Give the policies out the first day on the job.
* Review and revise the policies annually.

# Section Eight: Legal Issues

The courts have held that churches conduct matters in **two** realms

1. The realm of **Ecclesiastical/Church** matters
2. The realm of **Temporal/Secular** matters

**Employment practices**

Many problems come from negligent hiring. To avoid these:

1. Do some initial screening
2. Only 19 year olds or older should work in childcare. In Alabama, anyone 18 years or younger are minors and should not work in supervision of children.
3. Six-month rule for volunteers. Do not use people to work with minors until they have been members for six months.
4. Use a Screening Form

a. Name and address

b. Church membership history

c. Work/volunteer history

d. Photo ID

e. Driver's license number

5. Formal Background Checks

Signed release form for conducting reference and background checks (Contact LeaderCare/Church Health Office). The company that will conduct the screening will provide their form.

Risky Business: Church Hiring and Volunteer Selection, Lyn Robert Buzzard et. al., Baptist General Convention of North Carolina.

6. Screening questions

(1) Have you ever been charged with or convicted of sexually abusing or molesting a child?

(2) Have you ever been charged with or convicted of a crime?

(3) Were you a victim of abuse or molestation while a minor?

**Do not ask these questions on the application/screening form**

(1) Age

(2) Date of birth

(3) Social security number (on the application form)

(4) Unrelated health questions

(5) Questions about AIDS

(6) Questions about transportation.

**Check Background** (check these references thoroughly and document the time, date and contact person with whom you spoke). It is best to use a professional screening company for criminal and credit reports

Get References in these areas -

(1) Education

(2) Churches

(3) Criminal

(4) Credit

### Conduct an Interview

* Document in writing any information you receive during the personal interview
* Prepare a document called **Employment Agreement**. Include the following:
  + Position and duties (Include Job Description with specific duties).
  + Initial Salary and benefits. List the initial compensation rate and basis
  + Date of employment.
  + Duties.
  + Staff Organization Chart
  + Supervision.
  + Trial period (if any).
* Signature of the employer and employee.

**“Negligent supervision” is the failure to do that which is prudent in the supervision of employees.** To avoid this problem:

1) With people who work with minors

* Two-person rule insuring that there are two unrelated adults in all areas where minors are present. No husband-wife, brother-sister or parent-child teams.
* Provide a window in classroom doors.
* Require protective procedures for changing diapers and assisting in rest rooms
* Supervision of teachers should be ongoing, with designated staff members or division directors available to teachers, as needed
* Provide periodic training for all teachers.
* Provide and specify procedures for immediate reporting of any suspected child abuse.

2) With pastor when counseling

* Refer
* Record
* Refrain
* Referee
* With others use the prudent person rule

Good books on the subject:

Reducing The Risk of Sexual Misconduct

Sexual Misconduct by Clergy and Church Workers

**“Negligent retention” is failing to fire someone when it is prudent to do so**

1) Take all accusations seriously

2) Never assume one is guilty and the other is innocent.

# Labor laws

**Age Discrimination in Employment Act**

A church that employs fewer than 20 individuals is exempt from the age discrimination law.

Churches employing 20 or more employees and not engaged in commercial activities may be exempt on the ground that they are not engaged in an activity affecting commerce.

**The Civil Rights Act of 1964** -- "fail or refuse to hire or to discharge any individual, or otherwise to discriminate against any individual with respect to his compensation, terms, conditions, or privileges of employment, because of such individual's race, color, religion, sex, or national origin."

* Applies to every employer, including churches, having 15 or more employees for at least 20 weeks in a year.
* Part-time employees are to be included in making the calculation.
* The Act does **exempt** religious organizations, including churches, from the prohibition against discrimination based on **religion**, and the United States Supreme Court upheld the constitutionality of this provision in 1987

**National Labor Relations Act** - Relates to unions for commerce

**Fair Labor Standards Act**

1. You must pay time and a half for hours over 40 worked in a 7 day look back period.
2. You may not give comp time (time off in the same 7 day work week is not comp time).
3. Salaried employees are covered just as hourly employees are.
4. **An employee may not volunteer for the same job for which they are** paid
5. (A bookkeeper could not be treated both as a paid employee and an unpaid volunteer bookkeeper for the same institution).
6. A church secretary may not be paid and volunteer as church clerk
7. The Act requires covered employers to pay males and females the same compensation for the same work

**Occupational Safety and Health Act**

The Safe State Occupational Safety and Health Consultation Program is a FREE service provided by the University of Alabama's College of Continuing Studies to small employers (250 or less employees on site; 500 total employees) within the state. At your invitation, consultants will come to your office or plant to perform a survey and to advise you of existing or potential health and safety problems in your facility, suggest general approaches or options for solving those problems, identify other help available if further assistance is needed, and provide you with a written report summarizing the findings of the visit.

http://deip.ccs.ua.edu/safestateosha.htm

**Immigration Law Requirements**

1. Have all employees hired on or after June 1, 1987, complete the top half of Form 1-9 on or before the date they start work.
2. Check original documents establishing every new employee's identity and eligibility to work.
3. Complete the bottom half of Form 1-9, by certifying that you inspected the original documents verifying the employee's identity and eligibility to work (discussed in the preceding paragraph).
4. Retain every Form 1-9 for at least three years. If you employ a person for more than three years, you must retain the form until one year after the person leaves your employment.
5. Present a Form 1-9 for inspection to an Immigration and Naturalization Service ("INS") or Department of Labor officer upon request. Note that the Form 1-9 is not filed with the government. Rather, it is retained by the employer for presentation to an appropriate government representative upon request.
6. Alabama Law requires E-Verify

*Risky Business: Church Hiring and Volunteer Selection*, Lyn Robert Buzzard et. al., Baptist General Convention of North Carolina. 14 www.dol.gov

**The Family Medical Leave Act**

The FMLA is applicable to any employer in the private sector who is engaged in commerce or in any industry or activity affecting commerce, and who has 50 or more employees each working day during at least 20 calendar weeks or more in the current or preceding calendar year.

**The law says that if you:**

1. Have worked for the same company for at least 12 months; and
2. Have worked at least 1,250 hours in the past year; and
3. Work for a company with at least 50 employees, and there are 50 employees who work within 75 miles of your work site;

**Then you are entitled to**:

1. Take a total of 12 weeks off work without pay. (Your company may provide some pay)
2. Keep any health insurance you already had during the time you are off.
3. Get your old job back or a job with equal pay, status and benefits when you return.

**Other Liabilities for Employers**

**Worker’s Compensation**

In Alabama, you are not required to provide workman's comp until you have five (5) employees. You are, however liable with only one employee, so providing coverage is a good idea.

**Age Discrimination**

Federal age discrimination law prohibits discrimination in employment decisions on the basis of the age of an applicant or employee who is 40 years of age or older. This law only applies to employers that are engaged in interstate commerce and that have at least 20 employees. Some courts have ruled that it does not apply to ministers and lay employees performing religious functions for religious organizations.

**Religious Discrimination**

Under federal law, and the corresponding laws of some states, religious organizations have the right to discriminate in employment decisions on the basis of the religious affiliation of employees or applicants.

**Some Rules of Thumb Regarding References**

1. Not liable for giving a good reference when bad was not known or suspected.
2. Possibly liable for not giving a bad reference when bad was only suspected and not proven.
3. Possibly liable for giving a good reference when bad was suspected.
4. Possibly not liable for not giving a bad reference when bad was known.

Practical advice:

Give only the date the employee worked for you.

Give a reference only if they present you with a release signed by the employee.

Richard Hammar, Church Law and Tax Report.

Risky Business: Church Hiring and Volunteer Selection, Lyn Robert Buzzard et. al., Baptist General Convention of North Carolina.

## Staff Termination

The courts have eroded an employer's right to fire "at will" any employee hired for an indefinite term by finding that the employer's "employee handbook" became a part of the contract of employment and afforded employees certain procedural protections.

Dismissal

1. Should never be a surprise.
2. Discipline should be documented.
3. Have a witness present when terminating someone.

Process

1. Provide two weeks pay and discharge effective immediately.
2. Pay the equivalent of salary for any unused vacation (Do not try to withhold this).
3. Pay the equivalent of salary for any unused personal leave.
4. Do not pay the equivalent of salary for any unused sick leave.

**Most frequent grounds for lawsuits for improper termination of an employee -18**

1. Was not based on conduct specified in the employment contract or bylaws as grounds for dismissal.
2. Violated the procedure prescribed in the employment contract or bylaws for dismissing clergy,
3. Violated a civil or property right,
4. Was a breach of the employment contract, or
5. Caused emotional distress, or amounted to defamation or invasion of privacy.

## Federal Payroll Tax Reporting Obligations19

The "10-step" Approach to Compliance with Federal Payroll Tax Reporting Obligations

**Step 1 EIN.** Obtain an employer identification number (EIN) from the federal government

17 Risky Business: Church Hiring and Volunteer Selection, Lyn Robert Buzzard et. al., Baptist General Convention of North Carolina.

18 Richard Hammar, Church Law and Tax Report

19 GuideStone Financial Resources of the SBC, http://www.guidestone.com

**Step 2 Employee or Self Employed**. Determine whether each church worker is an employee or self-employed and obtain the social security number for each worker. **Churches often make mistakes here**.

* If a self-employed worker is paid by the church (and earns at least $600 for the year), but fails to provide his or her social security number, then the church is required by law to withhold 20 percent of the amount of compensation as "backup withholding."

**Step 3 Social Security number, W-4 and A-4.** To know how much tax to withhold from an employee's wages, a church should have a Form W-4 (federal withholding) and an A-4 (Alabama withholding) on file for each employee. The amount of taxes that a church should withhold from an employee's wages depends on the amount of the employee's wages and the information contained on his or her Form W-4.

**Step 4 Compute each employees taxable wages**. The amount of federal income tax the employer should withhold from an employee's wages may be computed in a number of ways. The most common methods are the wage bracket method and the percentage method. IRS Publication 15 ("Circular E")

**Step 5 Determine the amount of income tax to withhold** Ordained ministers may request that the church withhold federal and state income tax.

**Step 6 Withhold Social Security and Medicare (FICA) taxes** The church must withhold FICA on employees. The church cannot withhold FICA on ordained ministers. The minister may request that the church withhold extra Federal Income Tax to equal the anticipated amount (15.3%)

**Step 7. The church must deposit the taxes it withholds** **according to the following** **rules:**

* Monthly – payroll taxes of $50,000 or less
* Semiweekly – payroll taxes of more than $50,000
* Electronic Federal Tax Payment System – required if payroll taxes are greater than $200,000. Many churches choose this method because it is easy and convenient. Call 800-555-4477 or 800-945-8400 to get more information.

**Warning**: Federal law specifies that any corporate officer, director or employee who is responsible for withholding taxes and paying them may be liable for a penalty in the amount of 100% of such taxes if they are either not withheld or not paid over to the government. This penalty is of special relevance to church leaders, given the high rate of noncompliance by churches with the payroll reporting procedures.

**Step 8 Form 941** All employers subject to income tax withholding, social security taxes, or both, must file Form 941 quarterly. Churches with only one employee (the minister) do not need to file a Form 941 if the minister has not elected voluntary withholding.

**Step 9 W-2** A church must prepare a W-2 form for every employee. Ordained ministers should receive a W-2, not a 1099.

**Step 10 1099s** A church must prepare a Form 1099-MISC for every self-employed person receiving non­-employee compensation of $600 or more.

## Minister's Compensation

Clergy compensation should be carefully reviewed to determine its reasonableness.20

1. Condition the payment of compensation in excess of $120,000 upon the receipt of a legal opinion (from a tax attorney or independent CPA) certifying that in his or her opinion the level of suggested compensation is not unreasonable.
2. The negative consequences of clergy compensation being classified by the IRS as "unreasonable" are so severe that precautionary measures are desirable.
3. In calculating whether or not a minister's compensation exceeds $120,000 include all components of compensation (e.g., bonuses, canceled debts, personal expenses paid by the church either by check or credit card, personal use of church vehicles).
4. A church that fails to compute a value for such fringe benefits and include it on the minister's W-2 at the end of the year is jeopardizing its tax-exempt status.
5. Churches never should make loans to clergy at less than market rates of interest.
6. This is a prohibited inurnment of the church's earnings to a private individual.
7. Loans to clergy who are officers or directors of their church, even at commercially reasonable interest rates, are prohibited by the nonprofit corporation laws of many states.

20 Richard Hammer, Church Law and Tax Report

**Clergy Employment Contract Checklist**

* Legal names of each party.
* Signatures of each party.
* Characterize the minister as an employee or self-employed.
* Job description.
* Term of employment
* Grounds for discipline or dismissal, and any procedure that must be followed.
* An arbitration clause
* Define the compensation of the minister.

1. Housing Allowance
2. Equity Allowance
3. "Accountable" Reimbursement Policy
4. Church-Owned Vehicles
5. Self-employment tax
6. Insurance
7. Retirement Accounts -"403(b) plans"
8. Works Made for Hire
9. Qualified Tuition Reductions ("QTRs"): Annual tuition reduction awarded to a school employee whose child attends the school need not be reported as income (on the employee's W-2 or Form 1040). This obviously can be a significant benefit to school employees. However, section 117(d) also provides that "highly compensated employees" cannot exclude qualified tuition reductions from their income unless the same benefit that they receive is available on substantially similar terms to other employees.
   * Reasonable Compensation.
   * Loans to Clergy
   * Voluntary Withholding

**Recommendations**

1. No non-exempt employee will work more than 40 hours in anyone week unless it is approved in writing by the Pastor, the Business Administrator or the Chairman of the Personnel Committee. When more than 40 hours is worked by a non-exempt employee in any week they must be paid at one and one half times their regular rate.
2. Voluntary overtime will not be acceptable. All overtime must be approved in writing by the Pastor, the Business Administrator or the Chairman of the Personnel Committee. [Specify this in your written policy manual and place it in the employee's hands at the time of employment].
3. When an employee is needed to work additional time on any given day or on the weekend, time shall be given off at other times during that particular week. If an employee needs to work late on Friday or Saturday, this should be anticipated and time should be given off in the earlier part of that week.
4. The workweek shall begin on Wednesday and end on Tuesday. This is to allow greater flexibility in allowing longer hours on Sunday, Wednesday and Friday (time off can be given on other days than Friday
5. Work away from the Church Building involving a non-exempt employee should be eliminated if possible.
6. If working away from the Church Building is absolutely necessary, then it must be approved in writing by the Pastor, the Business Administrator or the Chairman of the Personnel Committee.
7. If it is necessary for a non-exempt employee to work away from the Building, credit will be given for travel time and hours for which actual work is performed.

For additional information, contact your local office of the Wage-hour Division of the U.S. Labor Department. In Birmingham this is (205) 731-1305.

Alabama Department of Industrial Relations

US Department of Labor Small Business Guide, http://www.dol.gov/asP/Pl.02Tams/handbook/coments.htm

Richard Hammer, Church Law and Tax Report

This material has been provided for your information by the Church Administration section of the Office of LeaderCare and Church Health of the State Board of Missions and reviewed by an attorney. You should consult your own accountant and attorney for more detailed analysis.

## Classify Employees as Exempt or Non-Exempt

According to the Department of Labor web site, Fact Sheet 17, exempt employees include:

**Executive Exemption**

Applicable to employees who have management as their primary duty; who direct the work of two or more full-time employees; who have the authority to hire and fire or make recommendations regarding decisions affecting the employment status of others; who regularly exercise a high degree of independent judgment in their work; who receive a salary which meets the requirements of the exemption; and who do not devote more than 20% of their time to non-management functions

**Administrative Exemption**

Applicable to employees who perform office or non-manual work which is directly related to the management policies or general business operations of their employer or their employer's customers, or perform such functions in the administration of an educational establishment; who regularly exercise discretion and judgment in their work; who either assist a proprietor or executive, perform specialized or technical work, or execute special assignments; who receive a salary which meets the requirements of the exemption; and who do not devote more than 20% of their time to work other than that described above.

**Professional Exemption**

Applicable to employees who perform work requiring advanced knowledge and education, work in an artistic field which is original creative, work as a teacher, or work as a computer system analyst, programmer, software engineer, or similarly skilled worker in the computer software field; who regularly exercise discretion and judgment; who perform work which is intellectual and varied in character, the accomplishment of which cannot be standardized as to time.

[www.dol.gov/esa/regs/compliance/whd/whdfs17.htm](http://www.dol.gov/esa/regs/compliance/whd/whdfs17.htm)

**Ministers Are Exempt Employees**

Ministers are always considered exempt regardless of salary

**Additionally, exempt employees must now make at least $684 per week.** One example of how this might affect the church could include the Weekday Ministry. A degreed, qualified teacher may no longer meet the exemption. A qualified director who supervises the entire ministry and other employees may no longer meet the exemption.

**Employees who are Non-Exempt**

Non-Exempt employees of the church should be paid for hours worked and if a non-exempt employee works more than 40 hours in a work week, should be paid time and a half for the additional hours.

## Required Posters

## Employment Posters Required

**Minimum wage posters may be found at** [**www.dol.gov**](http://www.dol.gov)**.  They may be downloaded and printed free from these web sites:**

* 1. **Alabama Child Labor Law**.  <https://labor.alabama.gov/docs/post-ers/childlaborlawposter_english.pdf>
  2. **Alabama Unemployment Compensation** <http://labor.alabama.gov/docs/posters/uc_jobinsurance.pdf>. While churches are excluded by law from participating, you must post this. Write on the poster in big bold red letters “**Churches are excluded by Alabama law from participating**”
  3. **Alabama Workers' Compensation** <https://labor.alabama.gov/docs/doc_type.aspx?id=2>
  4. **Employee Polygraph Protection Act** <http://www.dol.gov/whd/regs/compliance/posters/eppa.htm>
  5. **Equal Employment Opportunity** <http://www1.eeoc.gov/employers/poster.cfm>
  6. **Family and Medical Leave Act** [www.dol.gov/whd/regs/compliance/posters/fmla.htm](http://www.dol.gov/whd/regs/compliance/posters/fmla.htm)
  7. **Fair Labor Standards Act (Federal Minimum Wage and Overtime)** [www.dol.gov/whd/regs/compliance/posters/flsa.htm](http://www.dol.gov/whd/regs/compliance/posters/flsa.htm)
  8. **OSHA** <https://www.osha.gov/Publications/poster.html>  (Title 29 Code of Federal Regulations, 1903.2(a)(3) states that reproductions or facsimiles of the poster shall be at least 8 1/2 by 14 inches with 10 point type.)
  9. **Uniformed Services Employment and Reemployment Rights Act** <http://www.dol.gov/vets/programs/userra/USERRA_Private.pdf>
  10. **National Labor Relations Act (New in 2012)** <http://www.dol.gov/olms/regs/compliance/employeerightsposter11x17_final.pdf>
  11. **E-Verify participation poster** [www.uscis.gov/everify](http://www.uscis.gov/everify).  Click on publications, then posters. (English and Spanish posters both required) Do not post until you sign up for E-Verify.
  12. **Department of Justice Right to Work poster.** [www.uscis.gov/everify](http://www.uscis.gov/everify) (English and Spanish posters both required)

## Personnel Files

One thing to remember is that Personnel Files are NEVER protected by "clergy privilege." They are subject to subpoena of the court like other employer's personnel files. Employers must beware of what they put in personnel files.

This material is a set of suggestions for your use. An attorney has reviewed them. You should consult your own accountant and attorney for more detailed analysis.

Each employee file should contain the three standard documents:

* W-4
* A-4
* I-9

Additional items that could be included:

* Application for Employment
* Employee Benefit Statement - Compensation Agreement Job Description and/or Contract of Employment Evaluation Documents
* (If these Items were kept in a separate file the court could rule they are part of the complete personnel file.)

Items which should not be in the employee file:

* Medical Records and Research
* Criminal Records and Research
* Retirement Records and Intentions

***The Department of Labor web site links***

[www.dol.gov](http://www.dol.gov) – Department of Labor web site

<https://www.dol.gov/whd/regs/compliance/whdfs23.pdf> - Fact Sheet #23: Overtime Pay Requirements of the FLSA

<https://www.dol.gov/whd/regs/compliance/whdfs21.pdf> - Fact Sheet #21: Recordkeeping Requirements under the Fair Labor Standards Act (FLSA) (non-exempt employees)

<https://www.dol.gov/whd/overtime/fs17a_overview.pdf> (?)- Who is an exempt employee?

<http://www.dol.gov/esa/regs/compliance/whd/fairpay/fs17a_overview.htm> - Exempt employees must make at least $455 per week

<https://www.dol.gov/whd/fact-sheets-index.htm> - Fact Sheet Index

<http://www.dol.gov/dol/siteindex.htm> - DOL A to Z Index

<http://www.dol.gov/elaws/> - ELaws Advisor – an interactive web site

<http://www.dol.gov/dol/topic/workhours/breaks.htm> - Breaks and Meal Periods

**Alabama Department of Labor Links**

<https://www.labor.alabama.gov/> - Alabama Department of Labor

<https://labor.alabama.gov/uc/childlabor/child-labor.aspx> - Alabama DOL Child Labor Law

# Section Nine: Working as a Team

Compatibility - Compatibility begins at the interview.

1. Take your time.
2. Involve ALL staff in the process.
3. Seek to uncover basic differences in philosophy of ministry. Differences may be good and even desirable, but they must be known and understood.

**Building Relationships**

* 1. Most commonly repeated word in Acts - **Together**.
  2. Most common complaint lodged by church staff members is "We do not have enough time together."
  3. Work as hard at being together as much as you do your ministry tasks
  4. The pastor must lead out.
     + Meet weekly. The weekly staff meeting is absolutely essential when three or more staff members are involved. Formal meetings are a good idea even if there are only two staff members.
     + Socialize together.
     + Go out and eat lunch together on birthdays and anniversaries (include wives if possible).
     + Include children in your fellowship occasionally (Christmas parties and summer recreation arc good opportunities).

**Determining Directions**

* + - 1. Communication of goals
      2. Understanding of role
      3. Coming together is the pastor's responsibility

**Staying Together**

Acceptance - Accept fellow staff members as they are.

1. Maximize strengths. A football team maximizes each player's strengths. It protects the weaknesses of its players. We should call on the strengths of fellow team members. Individual victories equal team victories.
2. Make others look good.
3. We are **not** in competition with each other. We are teammates in competition with “the world, the flesh and the devil”

**Mutual Support**

You are an assistant to each staff member.

**Mutual Trust**

If you cannot turn to each other, you may have no one to trust.

**Mutual Respect**

1. Be thankful for each other's gifts.
2. Public indications of genuine respect create healthy congregations.

**Communication**

1. Cultivate open communication.
2. Communicate face to face. A void the telephone, memos and e-mail.
3. Talk to each other, not about each other.

**Involvement of Spouses**

1. Spouses can be the loneliest of all persons. As you minister, do not neglect your own staff and families.
2. Staff will break up if the spouse's needs are ignored.

**Working Together**

**The true Leader is Christ** **through the Holy Spirit’s presence and guidance**

1. The pastor is team leader
2. The gifts of the staff are more effective when given the responsibility to lead
3. I Corinthians 3:4-9 - Participative leadership when possible; Strong leadership when needed

**Determining Direction**

Re-dream the dream together.

Conduct a retreat.

**Gauging Success**

Numbers are one way to evaluate, but not the only way

**Handling Conflict**

Matthew 5:23-24; Mark 11:25

**Terminating Relationships**

Sometimes necessary but should be handled in love with dignity and respect

**Decalogue for Supervisors**

1. Thou shalt establish and maintain adequate communication.
2. Thou shalt set clear and reasonable deadlines.
3. Thou shalt check appropriately on progress.
4. Thou shalt make needed help available.
5. Thou shalt encourage workers to seek help, responsibly.
6. Thou shalt develop solution-minded workers.
7. Thou shalt attack problems, not people.
8. Thou shalt time guidance for optimum good.
9. Thou shalt avoid trivia.

10) Thou shalt learn from mistakes.

**Keep communications open**

1. Decide to be a communicating person.
2. Study communication.
3. Learn the process of communication.
4. Distinguish what you suppose from what you know.
5. Try to choose direct words.
6. Develop your learnability. Avoid building a "know-it-all wall." Don't feel compelled to have a ready answer for every question.
7. See people as individuals.
8. Solve a potential problem as it arises. Don't let problems accumulate until you get emotionally wrought up about them.
9. Pick you problems to attack. Ignore the problems that don't matter much anyway.

Church Administration, Effective Leadership for Ministryby Charles A. Tidwell

# Appendix

# Personnel Manual

**Possible Subjects to Include in a Personnel Policy**

**General Introduction**

1. Welcome by the pastor.
2. Authority of the policy.
3. Administration of the policy.
4. Statement of conduct and appearance.
5. Classification of employees:
6. Pastor
7. Ministerial
8. Ministerial Associates and Assistants
9. Support:
10. Full-time.
11. Regular part-time:

(1) Basis of pay.

(2) Benefits.

C. Temporary part-time:

(1) When.

(2) How long.

(3) Basis of pay.

(4) Benefits (if any).

**Employment Practices**

1. Employment process:

Ministerial Staff.

Support Staff:

1. Initiating requests for personnel.
2. Approving requests for personnel.
3. Employment screening:

(1) Publicizing an available position.

(2) Receiving applications.

(3) Conducting interviews.

(4) Checking references.

Employment of more than one member of the same family.

Re-employment:

A. Former employees.

B. Retirees.

Moonlighting.

**Qualifications:**

1. Age.
2. Education.
3. Experience.
4. Physical requirements
5. Church membership

**Hours of work**:

1. Workday hours.
2. Work week
3. Lunch and rest periods:
   * 1. One or two.
     2. How long
     3. Who pays.
4. Overtime work.

**Pay:**

Pay period.

Pay policies:

1. Payroll deductions ..

B. Salary administration plan:

(1) Tenure.

(2) Performance.

(3) Cost of living.

C. Garnishments (consult an attorney)

D. Salary advance.

E. Miscellaneous.

Computation of terminal pay.

Regular part-time employees:

1. Basis of pay.
2. Benefits.

**Job Injury**

**Employee Absences:**

Personal illness:

1. Medical or dental appointment:
2. Sick leave (minor).
3. Hospitalization.

D. Extended period illness.

(1) With pay.

(2) No pay.

(3) Disability.

E. Part-time employee sick leave.

Illness in family.

Other absences:

1. Marriage.
2. Death in immediate family.
3. Death of other relatives.
4. Funeral of a friend.

Jury duty.

Voting.

Personal leave

Leave of Absence:

A. Types:

(1) Pregnancy.

(2) Military leave.

(3) Family leave.

(4) Study leave.

(5) Temporary disability.

(6) Other emergency.

B. Salary and benefits:

(1) Eligibility.

(2) Basis.

(3) Pay.

(4) Duration.

(5) What benefits will be continued?

(6) Can the employee make contributions to continue benefits?

**Vacations:**

1. Eligibility.
2. Quantity.
3. What is the smallest unit (half day, full day or week) of time that can be taken?
4. Accumulation.
5. Scheduling.
6. Approval.
7. Vacation pay: i. Full-time. ii. Part-time.
8. Vacation policy for ministerial staff.

**Holidays**:

1. Observed.
2. Pay.
3. Holidays falling on a weekend.

**Ministerial staff revivals and conferences:**

Number of weeks

Who is eligible?

Scheduling

Employee Training

**Violations**

Tardiness

Abusing time off

Safety violations

Gossip – rumors

Service Recognition

Benefits

1. Social Security equivalent (if eligible)
2. Employee development
3. Moving expense
4. Bonuses
5. Rest Periods
6. Sabbaticals
7. Insurance
   1. Accident
   2. Hospitalization
   3. Dental
   4. Life
   5. Disability
   6. Travel insurance
8. Retirement
9. Workman’s Compensation

Wage and Salary Administration

Merit increase

COLA

Reimbursement for Job Related Expenses

Travel

Mileage

Taking a prospect or member to lunch

Books

General

Flowers at bereavement

Lost and found

Membership in professional, civic clubs

**Miscellaneous**

Pulpit supply

Other

SAMPLE

PERSONNEL POLICIES

## 1: Welcome

Welcome!

On behalf of your colleagues, I welcome you to **Sample** Baptist Church and wish you every success here.

We believe that each employee contributes directly to **Sample** Baptist Church's growth and success, and we hope you will take pride in being a member of our team.

This handbook was developed to describe some of the expectations of our employees and to outline the policies, programs, and benefits available to eligible employees. Employees should familiarize themselves with the contents of the employee handbook as soon as possible, for it will answer many questions about employment with **Sample** Baptist Church.

We hope that your experience here will be challenging, enjoyable, and rewarding. Again, welcome!

Sincerely,

Pastor

## 1:1: Introductory Statement

This handbook is designed to acquaint you with **Sample** Baptist Church and provide you with information about working conditions, employee benefits, and some of the policies affecting your employment. You should read, understand, and comply with all provisions of the handbook. It describes many of your responsibilities as an employee and outlines the programs developed by **Sample** Baptist Church to benefit employees. One of our objectives is to provide a work environment that is conducive to personal, professional and spiritual growth.

## 1:2: Authority of the Policy

This policy was adopted by **Sample** Baptist Church on June 1, 2015. It supersedes all previous church personnel policies.

The terms and conditions of this policy shall be administered by the pastor, who shall in turn be supervised by the congregation through the personnel committee.

## 1.3: Nature of Employment

This handbook is intended to provide employees with a general understanding of our personnel policies. Employees are encouraged to familiarize themselves with the contents of this handbook, for it will answer many common questions concerning employment with **Sample** Baptist Church.

However, this handbook cannot anticipate every situation or answer every question about employment. It is not an employment contract and is not intended to create contractual obligations of any kind. Neither the employee nor **Sample** Baptist Church is bound to continue the employment relationship if either chooses, at its will, to end the relationship at any time.

Employment with **Sample** Baptist Church is at the mutual consent of **Sample** Baptist Church and the employee, and either party may terminate that relationship at any time, with or without cause, and with or without advance notice.

## 1.4: Employment Categories

It is the intent of **Sample** Baptist Church to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility. These classifications do not guarantee employment for any specified period of time. Accordingly, the right to terminate the employment relationship at will at any time is retained by both the employee and **Sample** Baptist Church.

### 1.4.1 Each employe*e* will belong to three employment categories:

#### 1.4.1.1 Category One - Fair Labor Standards Act Status

Each employee is designated as either NONEXEMPT or EXEMPT from federal and state wage and hour laws. NONEXEMPT employees are entitled to overtime pay under the specific provisions of federal and state laws. EXEMPT employees are excluded from specific provisions of federal and state wage and hour laws. An employee's EXEMPT or NONEXEMPT classification may be changed only upon written notification by the Personnel Committee.

#### 1.4.1.2 Category Two - Work Status

REGULAR FULL-TIME employees are those who are not in a temporary or introductory status and who are regularly scheduled to work at **Sample** Baptist Church on a full-time schedule. Generally, they are eligible for **Sample** Baptist Church's benefit package, subject to the terms, conditions, and limitations of each benefit program.

PART-TIME employees are those who are not assigned to a temporary or introductory status and who are regularly scheduled to work less than 30 hours per week. While they do receive all legally mandated benefits (such as Social Security and workers' compensation insurance), they are ineligible for all of **Sample** Baptist Church's other benefit programs.

TEMPORARY employees are those who are hired as interim replacements, to temporarily supplement the work force, or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change. While temporary employees receive all legally mandated benefits (such as workers' compensation insurance and Social Security), they are ineligible for all of **Sample** Baptist Church's other benefit programs.

CASUAL employees are those who have established an employment relationship with **Sample** Baptist Church but who are assigned to work on an intermittent and/or unpredictable basis. While they receive all legally mandated benefits (such as workers' compensation insurance and Social Security), they are ineligible for all of **Sample** Baptist Church's other benefit programs.

#### 1.4.1.3 Category Three - Ministry Status

PASTOR—I Peter 5:1-14

MINISTERIAL EMPLOYEES—This category includes called staff, other than the pastor, who are responsible for one or more of the ministries of the church. This classification includes the minister of music and children as well as the minister of education and youth.

SUPPORT EMPLOYEES—This includes and may be further divided into:

* CLERICAL SUPPORT EMPLOYEES
* CUSTODIAL SUPPORT EMPLOYEES.

2: Organization Description

### Ministry Goals

### Facilities and Location

### Sample Baptist Church's History

### Organizational Structure

3: EMPLOYMENT PRACTICES

## 3.1 Employment Process:

Pastor—See the bylaws.

Ministerial Staff — See the bylaws.

Support employees

## 3.2 Employment Process for Non-Ministerial Personnel:

All requests shall be submitted to the Personnel Committee for consideration. If approved, the committee will prepare a Job Description and designate the supervisor to hire the employee.

## 3.3 Employment Reference Checks

The Pastor will respond in writing only to those reference check inquiries that are submitted in writing. Responses to such inquiries will confirm only dates of employment, wage rates, and position(s) held. No employment data will be released without a written authorization and release signed by the individual who is the subject of the inquiry.

## 3.4 Employment Agreement

New employees may be required to sign an Employment Agreement as a condition of employment. Any employee who violates the terms of their Employment Agreement will be subject to disciplinary action, up to and including termination of employment, even if he or she does not actually benefit from the violation.

## 3.5 Personnel Data Changes

It is the responsibility of each employee to promptly notify **Sample** Baptist Church of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishments, and other such status reports should be accurate and current at all times. If any personnel data has changed notify the Pastor.

## 3.6 Employment Applications

**Sample** Baptist Church relies upon the accuracy of information contained in the employment application, as well as the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in **Sample** Baptist Church's exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

## 3.7 Performance Evaluation

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Additional formal performance evaluations are conducted to provide both supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

The performance of all employees is generally evaluated according to an ongoing 12-month cycle, beginning in July.

## 3.8 Employee Qualifications SAMPLE

The Personnel Committee determines then appropriate qualifications for any vacant position at **Sample** Baptist Church. Such qualifications are the minimum requirements for the given position. Areas of qualification will include:

* Education.
* Experience.
* Physical requirements of the job.
* Church membership.

## 3.9 Immigration Law Compliance

**Sample** Baptist Church is committed to employing only United States citizens and aliens who are authorized to work in the United States and does not unlawfully discriminate on the basis of citizenship or national origin.

In compliance with the Immigration Reform and Control Act of 1986, as subsequently amended, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. Former employees who are rehired must also complete the form if they have not completed an I-9 with **Sample** Baptist Church within the past three years, or if their previous I-9 is no longer retained or valid.

## 3.10 Outside Employment

**A support employee** may hold a job with another organization as long as he or she satisfactorily performs his or her job responsibilities with **Sample** Baptist Church. All employees will be judged by the same performance standards and will be subject to **Sample** Baptist Church's scheduling demands, regardless of any existing outside work requirements.

**A ministerial employee** may hold a job with another organization as long as the job serves to enhance or support the ministry of Sample Baptist Church; and he or she satisfactorily performs his or her job responsibilities with Sample Baptist Church. All ministerial employees will be judged by the same performance standards and will be subject to Sample Baptist Church's scheduling demands, regardless of any existing outside work requirements.

**The Pastor** may not hold a job with another organization.

If **Sample** Baptist Church determines that an employee's outside work interferes with performance or the ability to meet the requirements of **Sample** Baptist Church as they are modified from time to time, the employee will be required to terminate the outside employment if he or she wishes to remain with **Sample** Baptist Church.

## 3.11 Hiring of Relatives

The employment of relatives in the same area of an organization may cause serious conflicts and problems with favoritism and employee morale. In addition to claims of partiality in treatment at work, personal conflicts from outside the work environment can

SAMPLE

partiality in treatment at work, personal conflicts from outside the work environment can be carried into day-to-day working relationships.

Relatives of persons currently employed by **Sample** Baptist Church may be hired only if they will not be working directly for or supervising a relative or will not occupy a position in the same line of authority within the organization. This policy applies to any relative, higher or lower in the organization, who has the authority to review employment decisions. **Sample** Baptist Church employees cannot be transferred into such a reporting relationship.

If the relative relationship is established after employment, the individuals concerned will decide who will leave. If that decision is not made within 30 calendar days, management will decide.

In other cases where a conflict or the potential for conflict arises, even if there is no supervisory relationship involved, the parties may be separated by reassignment or terminated from employment.

4: WORK HOURS SAMPLE

## 4.1 Work Hours and Work Schedule

Normal church office hours are from 8:00 AM until 4:00 PM, Monday through Friday. Reasonable effort will be made to keep the office staffed during normal church office hours

### 4.1.1 Full-Time Support Employees

The normal work schedule for all full-time support employees is eight hours a day, five days a week.

### 4.1.2 Full-Time Ministerial Employees

The normal work schedule for the Pastor and Ministerial Employees can not be expected to conform to a particular fixed time frame. Each pastoral and ministerial employee's area of work is often outside the church office. In spite of these time demands, each shall establish a regular schedule that includes time they are generally in the office.

When away from the office during regular work hours, employees shall keep the Church Secretary informed where they can be reached.

The normal work schedule for the Pastor and Ministerial Employees is a full day on Sunday plus eight hours a day, four days a week. Days off will be Saturday and one weekday. An exception to this is special church activities or special needs of the church family that fall on these days (in which case an alternate day off shall be approved by the Pastor). There will also be times when the Pastor and Ministerial Employees will need to adjust hours or days in order to carry out planned church activities.

Alterations in work schedules shall be approved by, and coordinated with the Pastor.

### 4.1.3 All Employees

Supervisors will advise employees of the times their schedules will normally begin and end. Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that may be scheduled each day and week.

Flextime scheduling is available in some cases to allow employees to vary their starting and ending times each day within established limits. Employees should consult their supervisor for the details of this program.

## 4.2 Rest and Meal Periods SAMPLE

Each workday, full-time nonexempt employees are provided with two rest periods of 15 minutes in length. To the extent possible, rest periods will be provided in the middle of work periods. Since this time is counted and paid as time worked, employees must not be absent from their work stations beyond the allotted rest period time.

All full-time ministerial employees are provided with unspecified meal periods as needed each workday.

All full-time support employees will have one meal period of 30 minutes in length each workday.

Supervisors will schedule meal periods to accommodate operating requirements. Employees will be relieved of all active responsibilities and restrictions during meal periods and will not be compensated for that time.

## 4.3 Overtime

When operating requirements or other needs cannot be met during regular working hours, employees may be scheduled to work overtime hours. When possible, advance notification of these mandatory assignments will be provided. All overtime work must receive prior written authorization of the pastor, the personnel committee or the supervisor.

Overtime compensation is paid to all nonexempt employees in accordance with federal and state wage and hour restrictions. Overtime pay is based on actual hours worked. Time off on sick leave, vacation leave, or any leave of absence will not be considered hours worked for purposes of performing overtime calculations.

Employees who work overtime without receiving prior written authorization of the Pastor, the Personnel Committee or the supervisor may be subject to disciplinary action, up to and including termination of employment.

In the event that overtime is approved as noted above, no “comp time” shall be allowed.

## 4.4 Attendance and Punctuality

Anytown Baptist Church expects employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a burden on other employees and on Anytown Baptist Church. In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled, they should notify their supervisor as soon as possible in advance of the anticipated tardiness or absence.

Poor attendance and excessive tardiness are disruptive. Either may lead to disciplinary action, up to and including termination of employment.

## 4.5 Work Week

The work week is a seven day period used to calculate hours worked for overtime calculations. The work week is Wednesday through Tuesday. **Non-exempt employees** shall complete a weekly time sheet and sign it. It shall be submitted to and signed by the supervisor. Employees will not be paid until time sheets are completed and signed.

## 4.6 Communication with the Church

Since it is necessary to contact staff personnel in the event of an emergency or crisis in the church family, the following guidelines are to be followed:

* When ministerial employees will be out of town, they shall inform the Pastor in advance.
* When the Pastor will be out of town, he shall inform the Secretary and Chairman of Deacons in advance.

5: PAY POLICIES

## 5.1 Timekeeping

Accurately recording time worked is the responsibility of every nonexempt employee. Federal and state laws require **Sample** Baptist Church to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties.

Nonexempt employees should accurately record the time they begin and end their work, as well as the beginning and ending time of each meal period. They should also record the beginning and ending time of any split shift or departure from work for personal reasons. Overtime work must always be approved before it is performed.

Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.

Nonexempt employees should report to work no more than seven minutes prior to their scheduled starting time nor stay more than seven minutes after their scheduled stop time without expressed, prior authorization from their supervisor.

It is the employee's responsibility to sign his or her time record to certify the accuracy of all time recorded. The supervisor will review and then initial the time record before submitting it for payroll processing. In addition, if corrections or modifications are made to the time record, both the employee and the supervisor must verify the accuracy of the changes by initialing the time record.

## 5.2 Paydays

All employees are paid weekly every Thursday. Each paycheck will include earnings for all work performed through the end of the previous payroll period.

In the event that a regularly scheduled payday falls on a day off such as a weekend or holiday, employees will receive pay on the last day of work before the regularly scheduled payday.

If a regular payday falls during an employee's vacation, the employee may receive his or her earned wages before departing for vacation if a written request is submitted at least one week prior to departing for vacation.

## 5.3 Pay Advances

**Sample** Baptist Church does not provide pay advances on unearned wages to employees.

Employees may have pay directly deposited into their bank accounts if they provide advance written authorization to **Sample** Baptist Church. Employees will receive an itemized statement of wages when **Sample** Baptist Church makes direct deposits.

## 5.4 Administrative Pay Corrections

**Sample** Baptist Church takes all reasonable steps to ensure that employees receive the correct amount of pay in each paycheck and that employees are paid promptly on the scheduled payday.

In the unlikely event that there is an error in the amount of pay, the employee should promptly bring the discrepancy to the attention of the Pastor so that corrections can be made as quickly as possible.

## 5.5 Pay Deductions and Setoffs

The law requires that **Sample** Baptist Church make certain deductions from every employee's compensation. Among these are applicable federal, state, and local income taxes.

**Sample** Baptist Church also must deduct Social Security taxes on each support staff employee's earnings up to a specified limit that is called the Social Security "wage base." **Sample** Baptist Church matches the amount of Social Security taxes paid by each employee.

Pay setoffs are pay deductions taken by **Sample** Baptist Church, usually to help pay off a debt or obligation to **Sample** Baptist Church or others.

If you have questions concerning why deductions were made from your paycheck or how they were calculated, your supervisor can assist in having your questions answered.

## 5.6 Severance Pay

**Sample** Baptist Church provides severance pay to eligible employees whose employment is terminated for reasons that are not prejudicial to **Sample** Baptist Church, as determined by **Sample** Baptist Church in its sole discretion. Severance pay will be provided to all employee classifications.

Specifically excluded from benefits under this provision are employees who: were hired as temporary employees for a specified period of time; were offered but refused to accept another suitable position with **Sample** Baptist Church; were provided the opportunity to be retained for any length of time by a successor employer.

## 5.7 Gifts, Honorariums, Gratuities, and Other Compensation

When a staff member performs a service for an individual, family, group or organization, he may receive whatever gratuity is offered. This refers to weddings, funerals, and the like.

## 5.8 Salary Administration Plan

### Cost of Living

### Performance (Merit)

### Raise

### Bonus

### Tenure

6: BENEFITS

Eligible employees at **Sample** Baptist Church are provided a wide range of benefits. A number of the programs (such as Social Security, workers' compensation, state disability, and unemployment insurance) cover all employees in the manner prescribed by law.

Benefits eligibility is dependent upon a variety of factors, including employee classification. Your supervisor can identify the programs for which you are eligible. Details of many of these programs can be found elsewhere in the employee handbook.

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**The following benefit programs are available to eligible employee.**

Some benefit programs require contributions from the employee, but most are fully paid by **Sample** Baptist Church.

## 6.1: Workers’ Compensation Insurance

**Sample** Baptist Church provides a comprehensive workers' compensation insurance program at no cost to employees. This program covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. Subject to applicable legal requirements, workers' compensation insurance provides benefits after a short waiting period or, if the employee is hospitalized, immediately.

Employees who sustain work-related injuries or illnesses should inform their supervisor immediately. No matter how minor an on- the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible.

Neither **Sample** Baptist Church nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social, or athletic activity sponsored by **Sample** Baptist Church.

## 6.2 Benefits Continuation (COBRA)

Sample Baptist Church is exempt from COBRA.

## 6.3 Sick Leave Benefits

**Sample** Baptist Church provides paid sick leave benefits to all eligible employees for periods of temporary absence due to illnesses or injuries. Eligible employee classification(s): regular full-time employees

Eligible employees will accrue sick leave benefits at the rate of 12 days per year (1 day for every full month of service). Sick leave benefits are calculated on the basis of a “benefit year,” the 12‑month period that begins when the employee starts to earn sick leave benefits.

Paid sick leave can be used in minimum increments of one hour for medical appointment. Eligible employees may use sick leave benefits for an absence due to their own illness or injury or that of a family member who resides in the employee's household.

Employees who are unable to report to work due to illness or injury should notify their direct supervisor before the scheduled start of their workday if possible. The direct supervisor must also be contacted on each additional day of absence.

Sick leave benefits will be calculated based on the employee's base pay rate at the time of absence and will not include any special forms of compensation.

As an additional condition of eligibility for sick leave benefits, an employee on an extended absence must apply for any other available compensation and benefits, such as workers' compensation. Sick leave benefits will be used to supplement any payments that an employee is eligible to receive from state disability insurance, workers' compensation or **Sample** Baptist Church-provided disability insurance programs. The combination of any such disability payments and sick leave benefits cannot exceed the employee's normal weekly earnings.

Unused sick leave benefits will be allowed to accumulate until the employee has accrued a total of 90 calendar days’ worth of sick leave benefits. If the employee's benefits reach this maximum, further accrual of sick leave benefits will be suspended until the employee has reduced the balance below the limit. When sick leave is not available, unpaid leave will be given for the lesser of (1) remainder of the illness or (2) to complete the initial 90 days.

Sick leave benefits are intended solely to provide income protection in the event of illness or injury, and may not be used for any other absence. Unused sick leave benefits will not be paid to employees while they are employed or upon termination of employment.

## 6.4 Pregnancy-Related Absences

**Sample** Baptist Church will not discriminate against any employee who requests an excused absence for medical disabilities associated with a pregnancy. Such leave requests will be made and evaluated in accordance with the medical leave policy provisions outlined in this handbook.

Requests for time off associated with pregnancy and/or childbirth (apart from medical disabilities associated with these conditions) will be considered in the same manner as any other request for an unpaid personal leave.

## 6.5 Marriage

Employees may have up to two weeks of unpaid leave for their own wedding. Vacation may be used instead of unpaid leave.

Requests for time off for marriage will be considered in the same manner as any other request for an unpaid personal leave.

## 6.6 Time Off to Vote

**Sample** Baptist Church encourages employees to fulfill their civic responsibilities by participating in elections. Generally, employees are able to find time to vote either before or after their regular work schedule. If employees are unable to vote in an election during their non-working hours, **Sample** Baptist Church will grant up to two hours of paid time off to vote.

Employees should request time off to vote from their supervisor at least two working days prior to the election day. Advance notice is required so that the necessary time off can be scheduled at the beginning or end of the work day, whichever provides the least disruption to the normal work schedule.

## 6.7 Bereavement Leave

If an employee wishes to take time off due to the death of an immediate family member, the employee should notify his or her supervisor immediately.

Up to five days of paid bereavement leave will be provided to eligible regular full-time employees.

Bereavement pay is calculated based on the base pay rate at the time of absence and will not include any special forms of compensation.

Approval of bereavement leave will occur in the absence of unusual operating requirements. Any employee may, with the supervisor's approval, use any available paid leave for additional time off as necessary.

**Sample** Baptist Church defines "immediate family" as the employee's spouse, parent, child, sibling; the employee's spouse's parent, child, or sibling; the employee's child's spouse; grandparents or grandchildren. Special consideration will also be given to any other person whose association with the employee was similar to any of the above relationships. Up to three days will be provided for an aunt, uncle, first cousin, niece or nephew.

If an employee wishes to take time off to serve as a pallbearer. Unpaid leave will be given if possible. Meal break may be used.

## 6.8 Jury Duty

**Sample** Baptist Church encourages employees to fulfill their civic responsibilities by serving jury duty when required. Employees in an eligible classification may request up to two weeks of paid jury duty leave over any two-year period.

Jury duty pay will be calculated on the employee's base pay rate times the number of hours the employee would otherwise have worked on the day of absence. Only regular full-time employees qualify for paid jury duty leave.

If employees are required to serve jury duty beyond the period of paid jury duty leave, they may use any available paid time off (for example, vacation benefits) or may request an unpaid jury duty leave of absence.

Employees must show the jury duty summons to their supervisor as soon as possible so that the supervisor may make arrangements to accommodate their absence. Of course, employees are expected to report for work whenever the court schedule permits.

Either **Sample** Baptist Church or the employee may request an excuse from jury duty if, in **Sample** Baptist Church's judgment, the employee's absence would create serious operational difficulties.

**Sample** Baptist Church will continue to provide health insurance benefits for the full term of the jury duty absence.

Vacation, sick leave, and holiday benefits, will continue to accrue during unpaid jury duty leave.

## 6.9 Witness Duty

**Sample** Baptist Church encourages employees to appear in court for witness duty when subpoenaed to do so.

If employees have been subpoenaed or otherwise requested to testify as witnesses by **Sample** Baptist Church, they will receive paid time off for the entire period of witness duty.

Employees will be granted a maximum of eight hours of paid time off to appear in court as a witness at the request of a party other than **Sample** Baptist Church. Employees will be paid at their base rate and are free to use any remaining paid leave benefits (e.g., vacation leave) to receive compensation for any period of witness duty absence that would otherwise be unpaid.

The subpoena should be shown to the employee's supervisor immediately after it is received so that operating requirements can be adjusted, where necessary, to accommodate the employee's absence. The employee is expected to report for work whenever the court schedule permits.

## 6.10 Personal Leave

**Sample** Baptist Church provides leaves of absence without pay to eligible employees who wish to take time off from work duties to fulfill personal obligations. Regular full-time employees are eligible to request personal leave as described in this policy:

As soon as eligible employees become aware of the need for a personal leave of absence, they should request a leave from their supervisor.

Personal leave may be granted for a period of up to 12 calendar days every year. If this initial period of absence proves insufficient, consideration will be given to a written request for a single extension of no more than one calendar day. With the supervisor's approval, an employee may take any available sick leave or vacation leave as part of the approved period of leave.

E

Requests for personal leave will be evaluated based on a number of factors, including anticipated work load requirements and staffing considerations during the proposed period of absence.

Subject to the terms, conditions, and limitations of the applicable plans, health insurance benefits will be provided by **Sample** Baptist Church until the end of the month in which the approved personal leave begins. At that time, employees will become responsible for the full costs of these benefits if they wish coverage to continue. When the employee returns from personal leave, benefits will again be provided by **Sample** Baptist Church according to the applicable plans.

Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during the leave and will resume upon return to active employment.

When a personal leave ends, every reasonable effort will be made to return the employee to the same position, if it is available, or to a similar available position for which the employee is qualified. However, **Sample** Baptist Church cannot guarantee reinstatement in all cases.

If an employee fails to report to work promptly at the expiration of the approved leave period, **Sample** Baptist Church will assume the employee has resigned.

## 6.11 Education Leave SAMPLE

**Sample** Baptist Church provides educational leaves of absence without pay to eligible employees who wish to take time off from work duties to pursue course work that is applicable to their job duties with **Sample** Baptist Church. Employees in the following employment classification(s) are eligible to request educational leave as described in this policy:

* Regular full-time, Pastoral
* Regular full-time, Ministerial

Eligible employees who have completed five years of service may request educational leave for a period of up to one month every five years. Requests will be evaluated based on a number of factors, including anticipated work load requirements and staffing considerations during the proposed period of absence.

Subject to the terms, conditions, and limitations of the applicable plans, **Sample** Baptist Church will continue to provide health insurance benefits for the full period of the approved educational leave.

Vacation, sick leave, and holiday benefits will continue to accrue during the approved educational leave.

When an educational leave ends, every reasonable effort will be made to return the employee to the same position, if it is available, or to a similar available position for which the employee is qualified. However, **Sample** Baptist Church cannot guarantee reinstatement in all cases.

If an employee fails to report to work at the end of the approved leave period, **Sample** Baptist Church will assume that the employee has resigned.

## 6.12 Vacation Benefits

Vacation time off with pay is available to eligible employees to provide opportunities for rest, relaxation, and personal pursuits. Regular full-time employees are eligible to earn and use vacation time as described in this policy:

The amount of paid vacation time employees receive each year increases with the length of their employment as shown in the following schedule.

|  |  |  |
| --- | --- | --- |
| **YEARS OF ELIGIBLE SERVICE** | **VACATION DAYS ACCRUED** | |
| MONTHLY | EACH YEAR |
| First year | .500 days | As accrued |
| After 1 year | .833 days | 10 days |
| After 5 years | 1.250 days | 15 days |
| After 10 years | 1.667 days | 20 days |
| After 20 years | 2.083 days | 25 days |
| After 25 years | 2.500 days | 30 days |

The length of eligible service is calculated on the basis of a “benefit year.” This is the 12-month period that begins when the employee starts to earn vacation time. An employee's benefit year may be extended for any significant leave of absence except military leave of absence. Military leave has no effect on this calculation. (See individual leave of absence policies for more information.)

Once employees enter an eligible employment classification, they begin to earn paid vacation time according to the schedule. They can request use of vacation time after it is earned.

Paid vacation time can be used in minimum increments of one-half day. To take vacation, employees should request advance approval from their supervisors. Requests will be reviewed based on a number of factors, including ministry needs and staffing requirements.

Vacation time off is paid at the employee's base pay rate at the time of vacation. It does not include overtime or any special forms of compensation.

As stated above, employees are encouraged to use available paid vacation time for rest, relaxation, and personal pursuits. In the event that available vacation is not used by the end of the benefit year, employees will forfeit the unused time.

Upon termination of employment, employees will be paid for unused vacation time that has been earned through the last day of work. However, if Sample Baptist Church, in its sole discretion, terminates employment for cause, forfeiture of unused vacation may result.

## 6.13 Holidays

**Sample** Baptist Church will grant holiday time off to all employees on the holidays listed below.

* New Year's Day (January 1)
* Good Friday (Friday before Easter)
* Memorial Day (last Monday in May)
* Independence Day (July 4)
* Labor Day (first Monday in September)
* Thanksgiving (fourth Thursday in November)
* Day after Thanksgiving
* Christmas Eve (December 24)
* Christmas (December 25)
* New Year's Eve (December 31)

**Sample** Baptist Church will grant paid holiday time off to all eligible employees immediately upon assignment to an eligible employment classification. Holiday pay will be calculated based on the employee's straight-time pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day. Eligible employee classification(s):

* Regular full-time employees
* Regular part-time employees

To be eligible for holiday pay, employees must work the last scheduled day immediately preceding and the first scheduled day immediately following the holiday.

A recognized holiday that falls on a Saturday will be observed on the preceding Friday. A recognized holiday that falls on a Sunday will be observed on the following Monday.

If a recognized holiday falls during an eligible employee's paid absence (e.g., vacation, sick leave), the employee will be ineligible for holiday pay, but the paid absence on that day will not count towards the total benefit (e.g., vacation, sick leave).If upon supervisor request to do so, an eligible nonexempt employee works on a recognized holiday, he or she will receive holiday pay plus wages at one and one-half times his or her straight-time rate for the hours worked on the holiday.

Paid time off for holidays will not be counted as hours worked for the purposes of determining overtime.

## 6.14 Business Travel Expenses

**Sample** Baptist Church will reimburse employees for reasonable business travel expenses incurred while on assignments away from the normal work location. All business travel must be approved in advance by the immediate supervisor.

Employees whose travel plans have been approved are responsible for making their own travel arrangements.

When approved, the actual costs of travel, meals, lodging, and other expenses directly related to accomplishing business travel objectives will be reimbursed by **Sample** Baptist Church. Employees are expected to limit expenses to reasonable amounts.

Employees who are involved in an accident while traveling on business must promptly report the incident to their immediate supervisor. Vehicles owned, leased, or rented by **Sample** Baptist Church may not be used for personal use without prior approval.

Cash advances to cover reasonable anticipated expenses may be made to employees, after travel has been approved. Employees should submit a written request to their supervisor when travel advances are needed.

When travel is completed, employees should submit completed travel expense reports within 60 days. Reports should be accompanied by receipts for all individual expenses.

Employees should contact their supervisor for guidance and assistance on procedures related to travel arrangements, travel advances, expense reports, reimbursement for specific expenses, or any other business travel issues.

Abuse of this business travel expenses policy, including falsifying expense reports to reflect costs not incurred by the employee, can be grounds for disciplinary action, up to and including termination of employment.

## 6.15 Revival and/or Conference Time

Revival and/or conference time off with pay is available to pastor and ministerial employees.

Qualified employees may conduct, assist in, lead or attend two one-week revivals, conferences, or Shocco Springs events outside the church each year.

Time spent away from the church on youth retreats, mission trips, church sponsored trips and similar activities is not be considered vacation or conference time.

7: WORKPLACE POLICIES SAMPLE

## 7.1 Statement of Employee Conduct and Appearance

Each employee shall be Christ-like in behavior and appearance following the standards set forth in the Bible.

## 7.2 Non-Disclosure

The protection of confidential information is vital to the ministry of **Sample** Baptist Church. Such confidential information includes, but is not limited to, the following examples:

* Compensation data
* Membership lists
* Financial information
* Counseling information
* Medical information

Employees who are exposed to confidential information may be required to sign a non-disclosure agreement as a condition of employment. Any employee who improperly uses or discloses confidential information will be subject to disciplinary action, up to and including termination of employment, even if he or she does not actually benefit from the disclosed information.

## 7.3 Access to Personnel Files

**Sample** Baptist Church maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance appraisals and salary increases, and other employment records.

Personnel files are the property of **Sample** Baptist Church, and access to the information they contain is restricted. Generally, only supervisors and management personnel of **Sample** Baptist Church who have a legitimate reason to review information in a file are allowed to do so.

Employees who wish to review their own file should contact the Pastor. With reasonable advance notice, employees may review their own personnel files in **Sample** Baptist Church's offices and in the presence of an individual appointed by **Sample** Baptist Church to maintain the files.

## 7.4 SAFETY

To assist in providing a safe and healthful work environment for employees, members, and visitors, **Sample** Baptist Church has established a workplace safety program. This program is a top priority for **Sample** Baptist Church. The Pastor has responsibility for implementing, administering, monitoring, and evaluating the safety program. Its success depends on the alertness and personal commitment of all.

**Sample** Baptist Church provides information to employees about workplace safety and health issues through regular internal communication channels such as supervisor-employee meetings, bulletin board postings, memos, or other written communications.

Each employee is expected to obey safety rules and to exercise caution in all work activities. Employees must immediately report any unsafe condition to the appropriate supervisor. Employees who violate safety standards, who cause hazardous or dangerous situations, or who fail to report or, where appropriate, remedy such situations, may be subject to disciplinary action, up to and including termination of employment.

In the case of accidents that result in injury, regardless of how insignificant the injury may appear, employees should immediately notify the Pastor or the appropriate supervisor. Such reports are necessary to comply with laws and initiate insurance and workers' compensation benefits procedures.

## 7.5 Use of Phone and Mail Systems

Personal use of telephones for long-distance and toll calls is not permitted. Employees should practice discretion in using company telephones when making local personal calls and may be required to reimburse **Sample** Baptist Church for any charges resulting from their personal use of the telephone.

The use of **Sample** Baptist Church-paid postage for personal correspondence is not permitted.

To ensure effective telephone communications, employees should always use the approved greeting and speak in a courteous and professional manner. Please confirm information received from the caller, and hang up only after the caller has done so.

## 7.6 Smoking

Smoking is prohibited throughout the workplace. This policy applies equally to all employees, members, and visitors.

## 7.7 Use of Equipment and Vehicles

Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. When using property, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines.

Please notify the supervisor if any equipment, machines, tools, or vehicles appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment or vehicles used on the job.

The improper, careless, negligent, destructive, or unsafe use or operation of equipment or vehicles, as well as traffic and parking violations, can result in disciplinary action, up to and including termination of employment.

## 7.8 Sexual and Other Unlawful Harassment

**Sample** Baptist Church is committed to providing a work environment that is free of discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, or any other legally protected characteristic will not be tolerated. As an example, sexual harassment (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited.

Any employee who wants to report an incident of sexual or other unlawful harassment should promptly report the matter to his or her supervisor. If the supervisor is unavailable or the employee believes it would be inappropriate to contact that person, the employee should immediately contact the Director, the Pastor or any member of Personnel Committee. Employees can raise concerns and make reports without fear of reprisal.

Any supervisor or manager who becomes aware of possible sexual or other unlawful harassment should promptly advise the Personnel Director or any member of management who will handle the matter in a timely and confidential manner.

Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

## 7.9 Return of Property SAMPLE

Employees are responsible for all property, materials, or written information issued to them or in their possession or control. Employees must return all **Sample** Baptist Church property immediately upon request or upon termination of employment.

## 7.10 Employment Termination

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

* RESIGNATION - voluntary employment termination initiated by an employee.
* DISCHARGE - involuntary employment termination initiated by the organization.
* LAYOFF - involuntary employment termination initiated by the organization for nondisciplinary reasons.
* RETIREMENT - voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the organization.

Since employment with **Sample** Baptist Church is based on mutual consent, both the employee and **Sample** Baptist Church have the right to terminate employment at will, with or without cause, at any time. Employee benefits will be affected by employment

termination in the following manner. All accrued, vested benefits that are due and payable at termination will be paid. Some benefits may be continued at the employee's expense if the employee so chooses. The employee will be notified in writing of the benefits that may be continued and of the terms, conditions, and limitations of such continuance.

## 7.11 Resignation SAMPLE

Resignation is a voluntary act initiated by the employee to terminate employment with **Sample** Baptist Church. Although advance notice is not required, **Sample** Baptist Church requests at least two weeks' written resignation notice from all employees.

Prior to an employee's departure, an exit interview will be scheduled to discuss the reasons for resignation and the effect of the resignation on benefits.

If an employee does not provide advance notice as requested, the employee will be considered ineligible for rehire.

## 7.12 Security Inspections

**Sample** Baptist Church wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper materials. To this end, **Sample** Baptist Church prohibits the possession, transfer, sale, or use of such materials on its premises. **Sample** Baptist Church requires the cooperation of all employees in administering this policy.

Desks, lockers, and other storage devices may be provided for the convenience of employees but remain the sole property of **Sample** Baptist Church. Accordingly, they, as well as any articles found within them, can be inspected by any agent or representative of **Sample** Baptist Church at any time, either with or without prior notice.

## 7.13 Solicitation

In an effort to assure a productive and harmonious work environment, persons not employed by **Sample** Baptist Church may not solicit or distribute literature in the workplace at any time for any purpose.

**Sample** Baptist Church recognizes that employees may have interests in events and organizations outside the workplace. However, employees may not solicit or distribute literature concerning these activities during working time. (Working time does not include lunch periods, work breaks, or any other periods in which employees are not on duty.)

In addition, the posting of written solicitations on company bulletin boards is restricted. These bulletin boards display important information, and employees should consult them frequently for:

* Workers' compensation insurance information
* State disability insurance/unemployment insurance information

If employees have a message of interest to the workplace, they may submit it to the Pastor for approval. All approved messages will be posted by the Pastor.

## 7.14 Drug Testing

**Sample** Baptist Church is committed to providing a safe, efficient, and productive work environment for all employees. Using or being under the influence of drugs or alcohol on the job may pose serious safety and health risks. To help ensure a safe and healthful working environment, job applicants and employees may be asked to provide body substance samples (such as urine and/or blood) to determine the illicit or illegal use of drugs and alcohol. Refusal to submit to drug testing may result in disciplinary action, up to and including termination of employment.

Copies of the drug testing policy will be provided to all employees. Questions concerning this policy or its administration should be directed to the Pastor.

**Ordaining Church Staff**

There is a recent trend to ordain church staff. Some are doing so because the staff member is truly a minister by all definitions. Some are doing so for “tax advantages.” Churches should realize that often the tax advantage of housing allowance is exceeded by the disadvantage of paying Self Employment tax. According to Richard Hammar, we should be careful to meet the IRS definitions.

There are IRS definitions to meet for the minister to be considered Self Employed for Social Security purposes and receive a housing allowance excluded from income tax – the **Wingo** Test and the **Knight** Test. The IRS has not set a standard for which test its agents may use.

**Wingo Test**

1. Ordained, licensed, or commissioned (in our denomination – ordination)
2. Performs sacerdotal functions – ordinances or sacraments
3. Conducts worship
4. Maintains the religious organization

**Knight Test**

1. Ordained, licensed or commissioned – whichever is the highest in your denomination is the general rule
2. conducts worship
3. conducts the sacraments (ordinances)
4. management
5. considered a religious leader in your church

See page 7 of the publication Ministerial Tax Issues at [www.guidestone.org](http://www.guidestone.org) .

“To summarize, the five special rules summarized above apply to persons who satisfy two requirements:

• they must be a minister, and

• they must be engaged in the exercise of ministry”

(Who Is a Minister for Tax Purposes? by Richard R. Hammar, J.D., LL.M., CPA, ChurchLawToday.com)

“It is important to determine the status of ministers because special tax rules apply to ministers, but they don’t apply to everyone who has “minister” in their title. Ministers for tax purposes are: (1) eligible for a housing allowance; (2) always self-employed for purposes of Social Security taxes (SECA); and (3) exempt from income tax withholding, although they and their church can always agree on voluntary withholding.” [www.guidestone.org](http://www.guidestone.org)

See NewMinister.com for The 12 Most Important Legal and Tax Issues for New Ministers at http://www.churchlawtoday.com/newmin.

**Employment Reference Check**

Name of applicant \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position under consideration \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Person contacted for reference \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Firm Phone

Employment period covered: From to Firm (if different) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

The above person has given your name as a reference. He/she provided you with a release to give any factual comment you desire without reprisal. Please complete the confidential questions below and return in the enclosed, postage-paid envelope. *Thank you!*

1. In what capacity did you know the applicant and for how long? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. What was his/her title? \_

What specifically did he/she do? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

3. How would you rate his/her

(a) Performance? \_

(b) Supervisory abilities? \_

(c) Independent work? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

(d) Creativity? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. How does he/she get along with others? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Any unusual work habits? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. What were the circumstances surrounding his/her leaving? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Would you rehire him/her? Yes \_\_ No\_\_\_\_\_\_ Why? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Any qualifications?

7. What are his/her strong points? General \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Technical \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. Are there any negative aspects or weaknesses? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Any additional comments: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signed \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Title \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ SAMPLE

Leonard Weedel, *Church Staff Administration,* Baptist Sunday School Board. Nashville.

**Employment Agreement**

Name Date \_

The Personnel Committee of Baptist Church enter into agreement with the person named above for employment by said person according to the following terms:

Position \_

(Job description attached)

Length of agreement To \_

Daily hours

Salary per \_

Rate Basis

Benefits

1. Employer's share of Social Security.

B. Workman's compensation with a private insurance company. Hospital insurance (is) (is not) available to you on a payroll deduction plan. For information please see \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Holidays and Vacations \_

Special Stipulations \_

Sick leave and personal leave policies: See staff handbook.

Salary increases: Salary increases will be given at the discretion of the personnel committee. Experience, merit and seniority will be considered in awarding such salary increases.

Termination of contract: Two week's notice will be given to employees whose services are no longer needed. Employees will be required to give at least two week's notice if they plan to terminate the employment. The church may, at the discretion of the personnel committee, give two weeks pay and make the termination effective immediately.

All terms of this agreement are effective until superseded by a revision of the personnel policy and subsequent notification in writing by the personnel committee.

Agreement extended on behalf of the Baptist Church.

Signature of the pastor \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Date) \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of supervisor\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Date) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signature of chairperson of the personnel committee \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Date) \_\_\_\_\_\_\_\_\_\_\_\_\_\_

I accept the above position with the Baptist Church and the stated information

regarding salary, work hours, holidays, stipulations, sick leave, and personal leave.

(Signature of employee) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (Date) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**OUTLINE FOR TRAINING**

**OF CHURCH STAFF SEARCH COMMITTEES**

by

Office of LeaderCare and Church Health

INTRODUCTION:

1. A great responsibility
2. A spiritual experience

3. Blessings:

a. Knowledge of church

b. Faith development

c. Bonding

I. Step One:

A. Organization

Role of Pastor in the work of the Committee

B. Bond of Confidentiality

C. Report to Church

D. Need for Unanimity

II. Step Two:

A. Self Study

1. Gather information about church

2. Gather information about the area of service

B. Profile Minister

1. Develop Job Description

2. Determine expectations; age, education, experience

III. Step Three:

A. Gather Resumes

**Resources:**

a. LeaderCare and Church Administration

b. Directors of Mission

c. Schools

d. Other ministers

e. Church recommendations

B. Consider the Resumes

C. Gather Further Information

Run references

IV. Step Four:

A. Contacting the Prospective Minister

1. Consider one person at a time

2. Visit his church if possible

B. Interview

1. Present Job Description

2. Discuss expectations

3. Salary and benefits

V. Step Five:

A. Presentation to the Church

B. Church Vote

**Suggestions for Church Staff Search Committees**

Enclosed are some materials which we use to help Pastor Search Committees. I realize that you and your committee are in the process of searching for another ministerial staff position. However, many of the steps would be the same. I am in the process of writing some practical helps for committees such as yours. These have not been completed as of this date.

In brief, let me state the following suggestions which you may not find specifically stated in the materials.

(1) Be sure your Pastor is involved in every step of the procedure. I think it is good if the Pastor and committee can agree that each can "veto" the other. There should be unanimous agreement of the committee and Pastor.

(2) Consider one person at a time. Doing otherwise can have a divisive effect on the committee.

(3) Visit the person on his "home turf" on a Sunday morning. You can get a feel by his involvement (or lack of involvement) in the Sunday morning service. At least, you will sense the environment in which he ministers.

(4) Interview him and ask questions about his life, ministry, leadership style, concepts, ability, experience, etc. His wife should be present during the interview.

(5) Write out, in detail, the "considerations of call" ‑ salary, fringe benefits, vacation time, etc. Go over the Job Description with him. Explain it. Leave nothing for conjecture.

(6) Invite him to visit your church. Most ministers of music come in for a weekend. They may conduct a church choir rehearsal on Saturday night and youth rehearsal on Sunday afternoon. Of course, they would lead the music in the morning and evening services.

A minister of education could meet with the Sunday School officers and teachers on Saturday evening for an informal question‑and‑answer session. He may meet with various committees and/or other leaders at a suitable time (such as Sunday afternoon).

(7) Of course, the Pastor should have ample time for a personal interview with the prospective staff minister before he is invited to visit the church.

(8) References, credit reports, etc., should be checked on each prospective minister.

(9) The call of God is paramount! The Pastor, committee, prospective minister, and church should have a strong feeling that they are following the will of God.

**Interview Questions and Listening Sheet**

It is difficult to know a potential staff minister from an interview, because the committee may not see this person in a “performance role” in the same way as a Pastor or Minister of Music. Here is a listening guide to assist you.

Ask the candidate to share with the committee the following:

1. Salvation
2. Call to ministry
3. A little about his life, wife, family, general experiences, employment history, etc.
4. Ask the candidate to tell about his philosophy of ministry. If the person has had little experience and is a little unsure how to respond, ask about what he or she considers to be the most important ingredients in a good youth ministry (or children’s ministry, etc.) You should hear some of the following. Check the boxes and then rank your impression of the top 3 or 4. From this discussion, what do you believe will be the candidate’s primary direction.

* Outreach
* Evangelism
* Witnessing
* Bible study
* Teaching
* Discipleship (discipling the youth/children)
* Small groups
* Administration/Organization – building the ministry through the Sunday School
* Training teachers/leaders
* Leadership training for the youth/children
* Worship/Praise/Prayer
* Fellowship
* Recreation
* Ministry to the age group and parents
* Mission endeavors (trips or local)
* Fun!

1. Ask the candidate about involvement with parents and teachers. State Missionary Keith Loomis says that a youth ministry (or children’s ministry) should be thought of as a triangle. The first part is the students themselves, the second is the leaders and the third is the parents. A total ministry includes teaching/ministering/guiding/leading/developing each of these groups. Evaluate the candidate’s answer in light of Keith’s statement.
2. Ask about leadership style.
3. Ask the candidate about his specific experience in ministering with this age group. Experience may be paid or volunteer.
4. Ask about working relationships with employers, volunteer groups, others.
5. Ask the candidate and spouse about their working together in the ministry of the church.

BIOGRAPHICAL PROFILE

Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Home Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Telephone: (\_\_\_\_\_) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Age:\_\_\_\_\_\_\_\_\_ Birth Date:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Birthplace:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Marital Status: □ Married □ Married (previously divorced)

□ Single (never married) □ Single (previously married)

Spouse’s Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Spouse’s Hometown: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Children:

Name Age Living at Home

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ □

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Candidate’s Formal Education:

High School: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Year graduated:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

College: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Year: \_\_\_\_\_\_\_ Degree:\_\_\_\_\_\_\_\_\_\_

Seminary: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Year: \_\_\_\_\_\_\_ Degree:\_\_\_\_\_\_\_\_\_\_

Other: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Licensed? Y N Year: \_\_\_\_\_\_\_\_ By what church: \_\_\_\_\_\_\_\_ City/State:\_\_\_\_\_\_\_\_\_\_\_\_\_

Ordained? Y N Year: \_\_\_\_\_\_\_\_ By what church: \_\_\_\_\_\_\_\_ City/State:\_\_\_\_\_\_\_\_\_\_\_\_\_

Experience:

Years Church/Organization Location Size Position

\_\_\_to\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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\_\_\_ to present \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

If bivocational: (jointly with church employment)

Company: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Telephone: \_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Position: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Hours per week: \_\_\_\_\_\_\_\_\_

Denominational Service: (Include major positions held, writings, teaching assignments for assemblies, retreats, etc.)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Civic/Community Activities:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Business and/or Military Experience:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Hobbies and/or Other Special Interests and Abilities: (music, drama, etc.)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Other:

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

References:

Church related:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Telephone \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Telephone \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Other than church related:

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Telephone \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Address\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Telephone \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Letter Regarding Candidate Questionnaire**

Date

Inside Address

Dear

Thank you for your willingness to discuss with our committee the possibility of your coming to serve as the (ministry position) of our church.

We are grateful for the time you have given in order for us to become better acquainted with your ministry and your family. We certainly believe that this is the direction God would have us to be moving.

We recognize that we have a responsibility to be honest and open with you in order to build a strong, caring relationship of trust. We acknowledge, also, a responsibility to our congregation and the expectations they have of us. Therefore, we request that you answer the questions on the enclosed sheet and return it to us for our files. These are questions we wish we did not need to ask, but we just want to assure a strong relationship of trust for the future.

If you do not come to serve as our (ministry position), the questionnaire will be returned to you; and no copies of it will be made. If you become our pastor, the form will be placed in a closed file and used only to substantiate that the committee followed a thorough process in determining the suitability of the person called to serve as (ministry position).

Unfortunately, we live in a time of infrequent but occasionally documented abuses from members of the clergy. We also live in a time when churches are not immune to litigation. Please understand that these questions are not meant to insinuate any negative thinking or distrust on our part. We simply sense a need to have this information on file for your and our protection. Should there be a response that is problematic, we can honestly report that it was discussed by the committee, dealt with, and an informed decision made to proceed.

You are asked to answer the questions and return the enclosed sheet to the chairperson of the committee. Thank you for your assistance in this matter.

Sincerely,

Chair

Search Committee

**Church and Community Portfolio**

One of the most helpful things that you as the pastor search committee will do for your next pastor is to prepare a portfolio of your church and community. The portfolio will be shared with the minister you interview as a potential pastor. This portfolio will also help the potential pastor to pray about God's will concerning his becoming your pastor. If the process breaks down and you no longer are interested in that minister, ask for the portfolio back so that you might share it with the next minister. The following items are suggestions for the portfolio:

**Church Documents**

1. Constitution and bylaws
2. Church budget
3. History of the church
4. Pictorial directory
5. Church's Annual, Church Profile (last 3-5 years)
6. List of all church officers
7. List of all organizational leaders
8. Copies of recent worship bulletins
9. Copies of recent newsletters
10. Pictures of the church and community
11. Church's mission/vision statement
12. Church's long-range goals
13. Statement of church's outreach/evangelism program
14. Other:

**Associational Documents**

1. Associational annual report

2. Recent copy of associational newsletter

3. Associational history

4. Biographical profile of the director of missions

5. Other:

**Community Documents**

1. Chamber of commerce promotional pieces 2. Most recent census statistics

3. Map of the community, especially a map of the church field (mark the location of the church)

4. Information about schools

5. Free magazines of homes for sale in the church area

6. Map of the state (mark the location of the church)

7. Other:

**Additional Information**

**Associational Office Director of Missions: Associational Ministry Assistant: Office Phone:**

Office Address:

Physician's Name (family or general practice):

Address: Phone:

**Hospital: Address: Phone:**

Directions from Church:

**Pharmacy:** Address: Phone:

**Grade School:** Address: Phone:

**Middle School:** Address: Phone:

**High School:** Address: Phone:

**Grocery Store:** Address: Phone:

**Shopping Center:** Address and Directions:

**Electric Company:** Address: Phone:

**Gas Company:** Address: Phone:

**Water Company:**

Address: Phone:

**Garbage Collection:** Address: Phone:

Special Instructions:

**Newspaper:** Address: Phone:

**Post Office:** Address: Phone:

Source: Stephen Parks, Sonny DePrang, Bruce Parrish, David Williams, Pastor Search Committee Workbook (Shreveport, LA: Northwest Louisiana Baptist Association nd).

**Minister/Church Agreements**

**Annual Financial Arrangements**

**1. Cash Pay and Housing**

Base Salary $

Social Security Offset $

Housing Allowance $

or Parsonage Rental Value Utilities $

Insurance $

Repairs, Furnishing, Other $

**Total Housing $**

**2.** **Protection Benefits**

Retirement Plans: \_\_\_\_\_% of cash Pay and Housing $

Family HealthInsurance

\_\_\_\_\_\_\_Pastor's Part \_\_\_\_\_\_\_\_ all $

Life Insurance on Pastor $

Disability Insurance on Pastor $

Tax Deferred Annuity $

**Total Protection Benefits** $

**3. Ministry-Related Expenses**

Car Reimbursement Ceiling $

Conventions and Meetings $

Continuing Education/Training Book Allowance $

Professional Dues $

**Total Ministry-Related Expenses $**

**4. Other Considerations**

Christmas Bonus or Cash Gift $

Other $

**Total Other Considerations $**

Source: Stephen Parks, Sonny DePrang, Bruce Parrish, David Williams. Pastor Search Committee Workbook (Shreveport, LA: Northwest Louisiana Baptist Association, nd).

**Staff Support Worksheet**

Current Proposed

**1, Church Ministry-Related Expenses**

A, Automobile Reimbursement $ $

B. Convention/Conference Reimbursement $ $

C. Continuing Education, Books, Periodicals Reimbursement $ $

D. Hospitality Reimbursement $ $

**Total Ministry-Related Expenses $ $**

**2. Protection Coverage**

A. Retirement (goal is 10% of base pay & housing) $ $

B. Insurance

Term Life $ $

Comprehensive Medical $ $

Disability $ $

C. Social Security Reimbursement $ $

**Total Protection Coverage $ $**

3. **Personal Income**

A. Salary $ $

Ordained Ministers Only

B. Housing Allowance $ $

C. Utilities Allowance $ $

D. Housing Equity Fund $ $

(If living in parsonage, reportable as income only when received)

**Total Personal Income $ $**

Source: Church Minister Relations, Step-by-Step Through the Pastor Search Process (Springfield: Illinois Baptist Convention, nd).

**Call Covenant Between Church and Minister**

Based on the written expectations that appear on the ministry covenant, we the undersigned willingly and gladly enter into prayerful agreement that God’s call is clearly recognized in the case of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to serve as a member of the pastoral team of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Church as minister of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

This call affirms the gifts and abilities of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ as a minister of the gospel of Jesus Christ and entrusts the responsibilities and privileges as a member of the pastoral team of this church.

The following promises represent our mutual commitment to each other and to God.

1. Promises made by members of the pastoral team and support team to the church:

A. To exhibit Christian courtesy and Christlike concern to every member of this congregation.

B. To be good stewards of the resources entrusted to this church by its members.

C. To avoid the appearance of evil in our personal and professional life both on and off the church campus.

D. To bear a strong witness for Jesus Christ to both the lost and the saved.

E. To share and support the vision and leadership of the senior pastor.

F. To carry out faithfully and effectively the intent of the ministry covenant given to us by the church in fulfilling the purpose statement of this congregation.

2. Promises made by the church to every member of the pastoral team and support team:

A. To exhibit Christian courtesy and Christ like concern to every member of this congregation.

B. To be faithful stewards of our personal resources and to support prayerfully those who are entrusted to oversee the administrative ministries of the church.

C. To avoid the appearance of evil in our personal and professional life.

D. To bear a strong witness for Jesus Christ to both the lost and the saved.

E. To support prayerfully the members of the pastoral team.

F. To exercise faithfully the privileges and responsibilities of church membership in accordance with the church covenant and the purpose statement of this congregation.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Chairman of the Deacons Pastoral Team Member

(Representing the entire congregation)

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date Date

*Source: Frank R. Lewis, The Team Builder (Nashville: Convention Press, 1997)*

**Pastor Church Covenant**

This pastor-church covenant is prepared to help a church give a broad look at the relationship between a pastor and the church. Certainly a church will want to negotiate every point of this covenant with both the potential pastor and the church before he is presented to the church as a candidate for the position of the pastor of the church.

A covenant between (name of minister), pastor, and (name of church) Baptist Church.

The members of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Baptist Church solemnly and joyfully enter into this covenant with our pastor, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.

Recognizing the governing principles as defined in the constitution and bylaws of the church as adopted, we adopt this covenant as evidence of our commitment to promote a harmonious working relationship between the membership and the pastor. We believe that these mutual agreements and understandings will benefit the church in promoting its ministries and in fostering its continued prosperity and growth.

Each of us promises to support by our prayers and actions this Pastor-Church Covenant. We prayerfully request the leadership and guidance of the Holy Spirit in this endeavor.

**The Pastor's Expectations of His Church**

**TRUST** in him as a person of integrity, dedicated to the work of the ministry and as a competent professional who can manage the use of this time wisely.

**SUPPORT** for him as leader by faithfully praying, and by each member participating in the life and ministry of the church.

**CONSULTATION** with him about church affairs before decisions are made so that the church can benefit from his training and experience and so that the work of the church can be coordinated.

**CONCERN** for him and his family as evidenced by prayer support and an annual review of his total compensation, within the budget process.

**AUTHORITY** for him to approve or disapprove the coming of guest ministers and religious groups to the church and to supervise all paid employees of the church.

**The Church's Expectations of Its Pastor**

**COMPETENCY** in ministry through well-prepared sennons, regular visitation where there is a need, pastoral care in crisis situations, administrative and organization leadership, and the improvement of pastoral skills through continued study.

**Availability** by having it announced when and where he can be contacted during the week and by letting people know how he can be contacted while he is away form the church field.

**LEADERSHIP** in worship services, evangelistic outreach efforts, the development of a Christian education program, and the administrative work of the church in cooperation with the church's leaders.

**LOYALTY** to Baptist beliefs as found in the Scriptures, attendance at denominational meetings, and support for the denominational mission programs.

**COOPERATION** with civic and community organizations and with compatible interdenominational

**COOPERATION** with civic and community organizations and with compatible interdenominational endeavors.

**The Pastor's Obligation to the Church**

To fulfill the duties of the office of pastor as a God-called Kingdom leader.

To seek to meet the spiritual needs of his people through biblical preaching and teaching.

To meet the reasonable expectations of the congregation for him as its minister while at the same time living his own life as he believes God would have him to do.

To manage his money with integrity so as not to injure the witness of the church.

To accept the church as an imperfect organization composed of imperfect people who must be loved and forgiven, to work with the elected leaders of the church, and to be the pastor of all the people in the church.

To acknowledge that constructive criticism from the congregation can be helpful and to be open enough to accept it and profit from it.

To recognize the availability for assistance from local, state, andSBC agencies.

**The Church's Obligation to the Pastor**

To respect the office of pastor and to support his ministry as long as he holds that office to which the church has called him.

To guarantee the freedom of the pulpit so that the pastor can preach his convictions in his own manner and style as the Spirit of God leads him in accordance with the Scriptures.

To allow the pastor to be himself instead of trying to fit him into some ministerial mold and to expect no more of his family than any other family in the church.

To provide support for the pastor to the best of the church's ability and to review annually the pastor's compensation as an evidence of the church's care and concern for his welfare.

To recognize that because the pastor is human he makes mistakes and needs forgiveness like everyone else and that because of the limitation of time he may not be able to fulfill everybody's expectations.

To confer with the pastor about any accusation made against him instead of discussing it in secret and to refrain from passing judgment on him until he has had the opportunity to defend himself.

**Matters of Mutual Agreement**

The church shall have a pastor-church relations committee to work with the pastor in keeping this covenant up-to- date, abiding by the guidelines adopted for the relationship, reviewing compensation and time arrangements, arranging for mutual evaluation sessions, handling criticisms of the pastor and hearing his complaints, helping with staff difficulties, and dealing with any problems that may arise.

When the pastor moves to the community in which the church is located, the church shall pay his moving expenses.

If there is a disruptive conflict in the church, the pastor and the deacons shall mutually agree to seek the competent help from associational or state Baptist agencies.

If the pastor is dismissed, he shall be paid three (3) months salary and benefits (not including expenses) as severance pay or until he secures other employment, whichever comes first. He shall not be expected to fill the pulpit or perform pastoral ministries during that time. Under ordinary circumstances the pastor shall give the church thirty (30) days notice of his resignation.

**Annual Time Arrangements**

The church acknowledges that the pastor's work cannot be rigidly regulated because of tile nature of ministry. Crisis situations and emergencies along with meetings and a heavy schedule may alter the pastor's schedule and sometimes necessitate his arranging his work and leisure at his own convenience. Despite weekend work and evening obligations, the pastor must find some time to spend with his family and for his own personal needs.

Day(s) a week off:

Week(s) for vacation: List holidays off:

Revivals or Sundays away:

Total Sundays for church-paid pulpit supply

Sick-leave arrangements:

Other agreed arrangements:

Source: Church Minister Relations, Step-by-Step Through the Pastor Search Process (Springfield: 11,tinois Baptist Convention,

**Recommending the Pastor**

(A recommendation similar to the one below should be presented to the church at a called business meeting. Following the motion and a second, a time of discussion should be called by the acting moderator before the vote is taken. )

We, the members of the Pastor Search Committee of (name of church) Church, feel that God has led us to the right man to serve as our pastor.

Therefore, under the leadership of the Holy Spirit and with the approval of the prospective pastor himself, we unanimously present the following recommendation:

1. That the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Church of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ extend a call to Reverend (Doctor, Brother, etc.) \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to become pastor of our church.

2. That this call shall include the following Agreement, as discussed with Reverend and presented to the church membership: (State here the agreement that the committee and the prospective pastor have already reached.)

3. We understand that the covenant is not a legally binding contract but a statement of mutual understanding, love, and respect for one another.

4. That a written copy of this recommendation be placed in the minutes of our church and also that a copy be presented to the prospective pastor.

The Pastor Search Committee

(followed by signatures of committee members)

**Interview Questions**

Please note: Good interview questions cannot be answered with a simple yes or no. Good questions call for some details in the answer. Do not be afraid to ask hard questions. Learn as much as you can about the prospect at this time. This is a comprehensive compilation of questions for a ministerial candidate. Select the questions that best fit your needs. Add others as appropriate to the position.

1. Tell about your conversion and call to ministry.

2. Describe important people in your life and tell how they influenced you.

3. Describe successes and failures in your ministry.

4. What strengths do you bring to ministry?

5. How have you grown since entering the ministry?

6. Where do you now need to grow?

7. How do you allot your time among pastoral ministries?

8. What do you like most about ministry?

9. What do you like least about ministry?

10. How do you fit in with the denomination?

11. Where is your theology in the parameters of our denomination?

12. Do you support the Cooperative Program?

13. What do you do for fun?

14. Describe your current family and tell how each member relates to the others and to the church.

15. Do any of your family members have special needs?

16. How do you encourage spiritual growth in your family?

17. What is your wife's role in your ministry?

18. Describe your personal financial situation.

19. What is your position concerning missions?

20. What is your conviction and policy concerning evangelism?

21. What is your policy concerning pastoral visitation?

22. What is your policy concerning pastoral counseling?

23. What do you consider, in the order of their importance, your chief duties as pastor?

24. Do you think your best work can be done in a relatively short or a relatively long pastorate?

25. What would the ideal decision-making model look like?

26. What method would you use in accomplishing the goals and business affairs of the church (e.g. self-led, committee led, team led, deacon led).

27. What will be your involvement with committees?

28. How do you see the role of deacon in the church?

29. What are your convictions concerning these issues?

* Alcohol and drugs
* Gambling
* Pornography
* Racial prejudice
* Divorce

30. How active are you in:

* Associational work?
* State Convention work?
* Southern Baptist Convention work?
* Civic clubs/social organizations in the community?

31. The church allows you revivals, conventions, etc. How many of these do you normally attend/conduct in a year?

32. What style of public worship and preaching do you prefer?

33. What would be your relationship with the staff?

34. Would you expect to make changes in the current staff'?

35. Do you schedule office hours and days off?

36. Describe your effectiveness in reaching \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. (Fill in the blank with the group of people you are trying to reach.)

37. Describe how you would communicate with: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. (Fill in the blank with the group of people you are trying to reach.)

38. What are your hobbies? What do you do for entertainment?

39. How would you rate your interpersonal skills?

40. Describe your health.

41. How many and what books have you read in the past twelve months?

42. Describe your leadership effectiveness.

43. How do you go about making changes in the church?

44. Describe your spiritual health and your feelings about spiritual accountability.

45. Describe your personal, private devotional time.

46. What are your measurements for success in ministry?

47. How comfortable do you feel in working with all age groups that make up the membership of the church?

48. Discuss your work schedule and how you divide your time in the range of responsibilities.

49. How would you describe an effective worship service?

50. To what extent is your family involved in your ministry, and how would they feel about moving?

51. What do you and your family enjoy doing together?

52. Share your plans for personal and professional growth.

53. How do you relate to other denominations?

54. What doctrines do you think are essential?

55. What are your greatest strengths and your greatest weaknesses?

56. Four of the major elements of kingdom leadership are leadership, communication, administration, and ministry. Of these areas, which do you consider your greatest strength in the ministry and why?

57. What is your personal belief about the nature and function of the church?

58. What is your concept of the role of the laity (both men and women) in the church?

59. What is your philosophy of stewardship and tithing? Do you a tithe?

60. How do you keep up-to-date with recent developments in church-related issues?.

61. Map out for us the manner in which you use your time throughout the week.

62. Where does your family fit into your task as a minister? Does your family support your calling and vocation? What role does your wife play in the church?

63. What is your concept of the Bible?

64. How do you measure success in ministry? How do you know when you have done a good or a bad job? 65. Who are your closest friends? How do you relate to other ministers?

66. How do you try to relate to the church staff? Do you see the staff as being called by the church? Are you willing to work with the present church staff?

67. What is important to you in handling conflicts betwe2n yourself and a member of the congregation?

68. When you change churches, what do you think is the most important thing for you to do during the first year?

69. How do you work with the leadership of the church in planning? What role do you see for the laity in the decision-making process of the church?

70. Give us your beliefs concerning the basic Baptist doctrines as stated in The Baptist Faith and Message.

71. Why would you consider moving to another church?

72. How do you classify/describe your preaching style?

73. Do you have outside business interests? If so, explain what they are.

74. Do you do personal counseling and, if so, on what level? How extensive is your training in this area?

75. How do you manage disagreements in your church?

76. Who are your mentors/models in ministry (past or present personalities)

**Questions for the Spouse**

1. Please share your conversion experience.

2. Were you aware of your spouse's call to ministry before marriage? If not, explain how you have come to view this call to ministry?

3. Describe your relationship to the church.

4. Describe your role in the family.

5. How do you feel about moving?

6. Will you be working outside the home?

7. How do you feel about being a minister's spouse?

LETTER TO PERSON LISTED

AS REFERENCE

(Note to Committee: All letters should be printed on church letterhead. Enclose a separate sheet listing some information about your church: location, membership, etc.)

Date

Inside Address

Dear (recipient’s address):

Our search committee is considering (name of candidate) of (name of church) in (city, state) for the position of (ministry position). Since he/she has honored you by giving your name as one who knows him/her, would you please take a few moments to answer the enclosed questionnaire and return it to us in the self-addressed, stamped envelope as soon as possible? You may be assured that your response will be kept confidential. Your candid answers will be greatly appreciated.

Please take a look at the enclosed church information sheet before completing the questionnaire.

Thank you for your thoughtful response to this questionnaire.

Sincerely,

Name

Chair, Search Committee

Encl: Self-addressed, Stamped Envelope

Reference Questionnaire

Church Information Sheet

Your Name:

Your Address:

Your Telephone:

QUESTIONNAIRE ABOUT CANDIDATE

Candidate’s Name (Type in name here)

1. How long have you know this person?
2. In what capacity?
3. What are his/her strengths?
4. What are his/her weaknesses?
5. Would you employ him/her?
6. Would you want him/her as you (ministry position)?
7. Is he/she completely reliable?
8. Is his/her character above approach?
9. To your knowledge, does he/she have a good financial report?
10. To your knowledge, does he/she have a good moral record?
11. Do you know his/her spouse?
12. Is his/her spouse an asset to his/her ministry?
13. Would this be an opportune time for the candidate to leave the current position?

Source: J. William Harbin, After the Pastor Leaves…When Another Comes: A Manual for pastor Search Committees (Nashville: Convention Press, 1988).

PASTORAL CANDIDATE

REFERENCE RELEASE FORM

I hereby authorize \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Church of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ to verify all information contained in my biographical profile or other written communications, including all former churches in which I have served as pastor, been a member, or been ordained.

I recognize that this verification process will include contacts with former church officers, members, pastoral colleagues, associations and state convention personnel, as well as other business and professional references.

I further authorize that any personnel at places of employment, churches, or references may disclose any and all information regarding my work history, personal characteristics, salary, work habits, or other areas of importance to this organization.

Furthermore, I waive the right to take legal action against the aforementioned churches, their members and officers, or references for releasing such requested information.

I understand this authorization form and agree to the release and verification of the aforementioned information.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Minister’s Signature Date

Source: Wayne Oaks Pastor Search Committee (Cary: Baptist Convention of North Carolina, 1997)

**Service of Installation and Commitment**

**The Service of Praise**

Prelude

Call to Worship

"'I will feed My flock and 1 will lead them to rest,' declares the Lord God. 'I will seek the lost, bring back the scattered, bind up the broken, and strengthen what was sick; but the fat and the strong 1 will destroy. 1 will feed them with judgment'" (Ezek. 34:15-16, NASB).l

Hymn

Invocation

Anthem (Choir)

**The Service of Greeting**

Welcome to Guests

Welcome to the Minister and Family

From the local church and ministerial association

From the local community

From the local denominational entity

From the state denominational entity

**The Service of Commitment**

Scripture: 1 Timothy 6:11-21

Solo

The Pastor and Church in Covenant

Introduction of Pastor to the Church and Visitors

Pledges of Pastor and People

**Leader:** Having been called to be pastor of this church, do you take this people to be your people, this field of labor to be your field, without reservation of mindor heart?

**Pastor:** I do,

**Leader:** Do you promise to give yourself faithfully to the ministry of the Word and to prayer; to be a good shepherd of this flock of God; to be the friend of all who will permit you; to seek the salvation of souls and the nurture of the saved; to put the service of Christ and His kingdom above all else; if wronged, to forgive as you expect to be forgiven; to seek always to keep yourself mentally alert and physically fit; as much as in you lies, to be at peace with all men; and to lead this church in the ways of Christ as the Holy Spirit may give you wisdom and strength?

**Pastor:** 1. do.

Leader: (to the congregation) Do you promise to hear attentively the preaching of the Word, to participate reverently in the services of worship, to share with this pastor in the responsibilities of teaching and learning, to assume your proportionate part of the church's benevolent ministries, to receive him into your hearts and home, to support his leadership concerning the welfare of the church and the winning of souls, to encourage him in his stand for right, to forgive him when he make mistakes, and to follow his leadership as he follows Christ?

**Congregation:** We do.

**Leader:** Let us together reaffirm our high resolution anddevotion to the preaching of the good tidings of salvation.

**People:** We consecrate our gifts.

**Leader:** To the teaching of Jesus' way of life.

**People:** We consecrate our time.

**Leader:** To the Leading of children and youth to the knowledge of the love of Christ.

**People:** We consecrate our talents.

**Leader:** To the healing of broken bodies and the soothing of troubled minds.

**People:** We consecrate our service.

**Leader:** To the caring for the helpless and the relief of all those who look to us for help.

**People:** We consecrate our strength.

**Leader:** To the evangelization of the community and the worldwide extension of the kingdom of God.

**People:** We consecrate our wealth, our efforts, and our lives.

Prayer of Consecration

Hymn of Dedication: "A Charge to Keep Have I"

Response of the Pastor

Hymn: "O Master, Let Me Walk with Thee”

Benediction

Postlude

Source: Church Minister Relations, Step-by-Step Through the Pastor Search Process (Springfield: Illinois Baptist Convention, nd).

1 Scripture quotations marked NASB are taken from the NEW AMERICAN STANDARD BIBLE, CO Copyright The Lockman Foundation, 1960, 1962, 1963, 1968, 1971, 1972, 1973, 1975, 1977, 1995. Used by permission.

**New Pastor Installation Service**

Prelude

Call to Worship

(Consider having the new pastor read Psalm 100, followed by a powerful choral call to worship.)

Congregational Singing

Testimony: "How This Came to Be"

(Ask the chair of the pastor search committee to give a brief, "behind the scenes" story of the search committee. Ask him or her to tell about how the committee first heard about the new pastor, why they felt led to call him, some of their fears in the process, and so on. Some humorous notes would be good, but the testimony should conclude with a sincere affirmation that God has led in this process.)

Special Music

**Presentation of Our New Pastor**

(At this point in the service, present three items to the new pastor. These presentation symbolize his pastoral tasks. The deacon chairperson and other church leaders can lead in this presentation.)

At this time we will make three presentation to our new pastor which symbolize his primary ministry tasks. They will remind us that he has been called by God and this church to proclaim the gospel, to lead the church, and to care for the members. At this time I'll ask our new pastor to come to the pulpit to receive these items.

**Presentation of Keys**

(Speaking to the congregation) Our first presentation is the church keys. These keys, and especially the key to the pastor's office, can represent our pastor's leadership role. When we called (name of minister) as our pastor, we called him to provide leadership for our church. The Bible teaches us to follow the leadership of our pastor. Hebrews 13: 7 says, "Remember your leaders, who spoke the word of God to you. Consider the outcome of their way of life and imitate their faith" (NIV).1 However, the Bible does not promote an authoritarian, domineering style of leadership. First Peter 5:2-3 says, "Tend the flock of God that is your charge, not by constraint but willingly, not for shameful gain but eagerly, not as domineering over those in your charge but being examples to the flock" (RSV).2 The best style of leadership is servant leadership, the kind modeled by our Lord Jesus Christ.

(Speaking to the pastor) (Name of pastor), we welcome you as our servant leader. We pledge ourselves to follow your leadership. We will pray for you and support you as you lead our church in following God's direction. As a symbol of your leadership role, we present you with these church keys. (Present keys.)

**Presentation of Bible**

(Speaking to the congregation) Our second presentation is a Bible. This Bible can represent our pastor's proclamation role. When we called (name of minister) as our pastor, we called him to preach the Word and to lead us in worship. The Bible clearly teaches that pastors are to proclaim the gospel. Second Timothy 4:1-2 says, "In the presence of God and of Christ Jesus, who will judge the living and the dead, and in view of his appearing and his kingdom, I give you this charge: Preach the Word; be prepared in season and out of season; correct, rebuke and encourage-with great patience and careful instruction" (NIV).

(Speaking to the pastor) (Name of pastor), we welcome you as our worship leader and preacher. We pledge ourselves to listen carefully to your preaching and teaching and to participate joyfully with you and our other worship leaders in the worship of God. We will pray for you and support you as you proclaim God's Word to us. As a symbol of your proclamation role, we present you with this Bible. (Present Bible.)

**Presentation of Church Directory**

(Speaking to the congregation) Our third presentation is the church directory. This directory can represent our pastor's caring role. When we called (name of minister) as our pastor, we called him to shepherd and care for us in Christ's love. In so doing he follows the example of Christ, who had compassion on people and ministered to their felt needs. This spirit of caring is illustrated in Galatians 6:2, which says, "Carry each other's burdens, and in this way you will fulfill the law of Christ" (NIV).

(Speaking to the pastor) (Name of pastor), we welcome you as a shepherd and caregiver. We pledge ourselves to join with you in meeting the needs of people in this place. We will pray for you and support you as you lead us to be a loving and caring church. As a symbol of your caring role, we present you with this church directory, which lists the names of the people whom God has placed in your care. (Present directory.)

**Recognition and Prayer for our Church Staff**

(If yours is a single-staff church, this section will be omitted from the service.)

(After the presentations, the new pastor should invite all the staff-ministerial, support, and custodial-to come to the platform. The new pastor should mention that he cannot accomplish these ministry tasks alone and that he deeply appreciates the partnership of the church staff. He then could read Ephesians 4: 11-13, which talks about how God gifted people differently in order to accomplish His work. He then should note that the staff is a diverse group of people with different gifts, strengths, and weaknesses but God had called them together in this church to lead in ministry. The pastor can conclude his comments by saying how much he looks forward to working with the staff as colleagues in ministry. At this point, the chairperson of the personnel committee can come forward and offer a prayer on behalf of the entire staff. This part of the service is a good way to affirm the entire church staff and not focus exclusively on the new pastor.)

**Welcome and Prayer for Our Pastor's Family**

Ask the president of the WMU, or another woman from the church, to give a brief welcome to the pastor's wife and children. She should affirm the church's support for the pastor's family and then offer a brief prayer for them.

Offertory Hymn

Offering

Special Music

**Charge to Our New Pastor**

Ask your associational director of missions or a well-respected, retired pastor to give a brief charge to the new pastor. It should not last more than five minutes.

**Charge to the Church**

Consider asking a denominational worker to give this charge. Like the charge to the pastor, this should also be about five minutes long.

**Responsive Reading**

The following responsive reading can be printed in the bulletin; or if there is not room, it can be a bulletin insert. Ask the person who gave the charge to the church to lead the responsive reading.

**COMMITMENT OF THE PEOPLE**

**Leader:** Having called this man to serve as your pastor, do you now pledge your support to him as he leads this church, as he proclaims the Word, and as he cares for the needs of people?

**Congregation:** We do.

**Leader**: Do you agree to follow his leadership, to listen attentively to his preaching, to participate fully in the worship service he leads you in, and to join him in providing care for the needs of people in this place?

**Congregation:** We do.

**Leader**: Do you agree to encourage him, to pray for him, and to provide for him and his family? Do you agree to forgive him when he makes mistakes? Do you promise to stand by him and his family in trouble and to share their joys? And, do you agree to join him as fellow laborers in the great ministry of this church?

**Congregation:** We do.

**COMMITMENT OF THE PASTOR**

**Leader**: Having been called to pastor this church, do you mke these people to be your people and this field of labor to be your field without reservation of mind or heart?

**Pastor:** I do.

**Leader:** Do you promise to give yourself faithfully to this congregation, to be a good shepherd of the flock, loving them as Christ does? Do you promise to lead this church as God leads you; to faithfully proclaim the Word of God to them; and to love, care for, and nurture them as pastor?

**Pastor:** I do.

**Leader**: Do you promise to keep yourself spiritually prepared, mentally alert, and physically fit? Do you promise to grow and continually develop your skills as a pastor? Do you promise to invest your life and love into this church and to serve it with the best of your ability?

**Pastor:** I do.

**Leader:** God has heard our promises today. Let each of us be faithful in carrying them out. Amen.

Response and Prayer

(There is not time and no need for a sermon during this service. The new pastor should make a brief response; tell the congregation how good it is it be their new pastor, lead in prayer, and then move to the invitation.)

Invitation

Postlude

Source: Martin Thielen, "New Pastor Installation Service," Church Administration, June 1993.

1 Scripture quotations marked NIV are from the New International Version, copyright ~ 1973, 1978, 1984 by International Bible Society. 2Scripture quotations marked RSV are from the Revised Standard Version of the Bible, copyrighted 1946, 1952, 1971, 1973.

**NON-DISCLOSURE STATEMENT**

To assure the protection and preservation of the confidential information regarding the background records and reference checks of current or potential employees and volunteers, I, \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (printed name) agree to release any obtained information only to those individuals responsible for the hiring, selection, and screening of these individuals and to no one else.

Signature: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Pastoral Candidate:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

CANDIDATE QUESTIONNAIRE

Have you ever been charged or convicted of any offense other than a traffic violation?

Explain the circumstances and dispositions.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please note the traffic violations for which you have been charged or convicted over the past three years.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Have you ever been a party in a civil lawsuit? If so, please explain.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Have you ever filed for bankruptcy? If so, please explain.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Have you ever been disciplined by any professional, private, or public agency?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Have you ever been dismissed by vote of the congregation from the employment of any church? Is so, explain.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Have you ever resigned from any church position or employment in the face of charges or misconduct? Please explain.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Have you ever been treated for alcohol or drug abuse?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Have you ever been committed, voluntarily or otherwise, to a hospital for psychiatric care?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Have you ever been formally charge or convicted of child abuse?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Have employees, staff members, or others with whom you worked ever brought charges of sexual harassment against you before either a church or any civil governmental agency or court?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Are you a lawful citizen?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Are you currently under continuing medical care for any condition which would impact your ability to carry out the responsibilities of a minister? If yes, please explain.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

How many times have you been married? \_\_\_\_\_

How many times has your spouse been married? \_\_\_\_\_

In what states have you held driver’s licenses in the past 10 years?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

In what church are you presently a member?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signed\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Source: Wayne Oakes, Pastor Search Committee (Cary: Baptist Convention of North Carolina, 1997)

**Annual Time Arrangements**

The church acknowledges that the minister's work cannot be rigidly regulated because of the nature of ministry. Crisis situations and emergencies along with meetings and a heavy schedule may alter the minister's schedule and sometimes necessitate arranging the work and leisure at his/her own convenience. Despite weekend work and evening obligations, the minister must find some time to spend with family and for personal needs.

1. Day(s) **off each** week:

2. **Weeks** for vacations:

3. **Church-approved holidays:**

**Study-leave** time:

5. Revivals or Sunday engagements:

6. Total number of Sundays for church-paid pulpit supply Vacation:

Conventions or conferences: Study leave:

Revivals and/or speaking engagements:

7. **Sick-leave arrangements:**

8. Any **other** arrangements

Source: Stephen Parks, Sonny DePrang, Bruce Parrish, David Williams, Pastor Search Committee Workbook (Shreveport, LA: Northwest Louisiana Baptist Association, nd).

**Character Reference Inquiry**

Name of Candidate\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Age\_\_\_\_\_\_\_\_\_\_\_\_\_

The person whose name appears above has been recommended to us for the position of (ministry position). Please give us the information requested below and any additional comments. Information will be kept confidential.

1. How long have you known the prospect?\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. Are you a friend of the family?\_\_\_\_\_\_\_\_\_\_
3. How does he/she spend leisure time? (Hobbies, etc.)\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Please rate the prospect: (We aren’t looking for a perfect person, so be straightforward.)

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Qualification** | **Excellent** | **Good** | **Fair** | **Poor** | **Very Poor** | **?** |
| Character |  |  |  |  |  |  |  |
| Conduct |  |  |  |  |  |  |  |
| Work Attitude |  |  |  |  |  |  |  |
| Ability to get along with others |  |  |  |  |  |  |  |
| Cooperation |  |  |  |  |  |  |  |
| Dependability |  |  |  |  |  |  |  |
| Honesty |  |  |  |  |  |  |  |
| Personal Habits |  |  |  |  |  |  |  |
| Emotional Maturity |  |  |  |  |  |  |  |

4. Additional comments:\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Signed: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Date:\_\_\_\_\_\_\_\_\_\_\_

Please return form to: (name of committee chair)

(church)

(address)

(city, state, zip)

Source: Gerald M. Williamson, Pastor Search Committee Planbook (Nashville: Broadman Press, 1981).

Letter to Potential Candidate

Date:

Inside Address:

Dear (name of recipient):

Our church is in the process of searching for a new (ministry position.) (Name of person submitting name) has highly recommended you to us for consideration.

A brief description of our church and its ministries is enclosed. After reading it, if you feel that this description of our needs complements your gifts and interests, we encourage you to complete the enclosed biographical profile. If you have a biographical profile prepared, we welcome that, too; but we ask that you complete the enclosed form so that we will have equivalent information from everyone.

Sincerely,

Name

Chair, Search Committee

Encl: Church Information Form

Biographical Profile Form

Self-addressed, Stamped Envelope

**Sample Letter-Completed File**

Date

Inside Address

Dear

Thank you for sending your biographical profile, sermon tapes, and academic transcripts. Your file is complete at this time. We have received a number of profiles and will be spending the next few months studying the information we have received and seeking God’s leadership in finding the right person for this important ministry position. When we have completed this process, we will be scheduling interviews with the candidates that we feel match the needs of our church.

You do not need to do anything else at this time. We will contact you if we would like to meet personally with you and your spouse or when we have made a final decision. We appreciate you interest in our church. We pray that God will guide you and us as we seek to serve Him.

Sincerely,

Chair

Search Committee

**Sample** **Job Description**

**Pastor**

**PRIMARY FUNCTION**

To provide kingdom leadership to the members of this church enabling them to focus on the Great Commission, and equipping them to carry out the five functions of the New Testament church: evangelism, discipleship, ministry, fellowship, and worship.

**RESPONSIBILITIES**

1. ***Leading***

The Pastor will lead and develop the Pastoral team in equipping the congregation to fulfill the Great Commission and accomplish the purpose statement of this church. The Pastor will lead and equip the body of deacons so they can effectively lead the ministry teams of the church.

1. ***Administering***

The Pastor will provide direction and oversight to the administrative ministries of the church and will give leadership to the administrative ministries team of the congregation. The Pastor will administer the Pastoral team of this church.

1. ***Ministering***

The Pastor will use his spiritual gifts to edify and build this local body of believers. The Pastor will provide appropriate Pastoral care to members of the church and the community and will equip the members of the Pastoral team and the deacon body to do the same.

1. ***Communicating***

The Pastor will preach and teach the Bible, believing that it has God for its author, salvation for its end, and truth without any mixture of error for its matter. The Pastor will communicate the vision for ministry that God gives to this congregation.

**EXPECTATIONS**

The Pastor is expected to be a servant leader. The Pastor is expected to live an exemplary life modeling the call, character, and competencies becoming a minister of the gospel of Jesus Christ. The Pastor

will demonstrate a servant spirit as a growing disciple of Jesus Christ.

Source: Frank R. Lewis, The Team Builder (Nashville: Convention Press, 1997)

# Resources Page

Alabama Baptist State Board of Missions - articles, Layman's Salary Study, etc. –www.alsbom.org

PO Box 11870, Montgomery, AL 36111-0870

Lee Wright, associate, Office of LeaderCare and Church Health – 334-613-2241 lwright@alsbom.org.

Keeping children safe – www.alsbom.org/safe

Alabama Department of Industrial Relations - 334-242-8495 - www.dir.state.al.us

Alabama Department of Labor - http://www.alalabor.state.al.us/

Americans with Disabilities Questions and Answers - http://www.usdoi.gov/crt/ada/q&aeng02.htm

[www.brotherhoodmutual.com](http://www.brotherhoodmutual.com).  Click on Resources. Safety library. Risk Management

GuideStone - articles on ministerial compensation and taxes (click on "Advocacy") - [www.guidestone.org](http://www.guidestone.org)

Church Administration: Effective Leadership for Ministry by Charles Tidwell. Broadman and Holman Publishers, 1985.

ChurchLawToday.com - <http://www.churchlawtoday.com>

Church Mutual Insurance Risk Management - http://www.churchmutual.com

ChurchStaffing.com - job descriptions - http://www.churchstaffing.com/

Church Treasurer Alert! - Monthly tax and legal information by Richard Hammar - 800-222-1840 or online at www.churchlawtoday.com

Cost of Living Information from SSA - http://www.ssa.gov/OACT/COLA/latestCOLA.html

Guide One Center - Risk Management information - www.guideonecenter.com

HRComply.com - http://www.hrcomply.com

IRS - www.irs.gov

IRS publication 1828 Tax Guide for Churches - http://www.irs.gov/pub/irs-pdf/p1828.pdf

IRS publication 517 Social Security for Clergy - http://www.irs.gov/pub/irs-pdf/p517.pdf

LifeWay - articles and resources - click on the "Ministry" tab - www.lifeway.com

National Association of Church Business Administrators - www.nacba.net

New Minister.com - 12 Most Important Legal & Tax Issues for New Ministers ­http://www.chllrchlawtodav.com/newmin.php

Occupational Safety and Health Administration (OSHA) - www.osha.gov

Pastors.com - articles - http://www.pastors.com/portall

ScreenNow.com - employee screening - www.screennow.com

US Citizenship and Immigration Services - http://uscis.gov/graphics/index.htm

US Department of Health and Human Services Office of Civil Rights - http://www.hhs.gov/ocr/

US Department of Labor - E-Laws - http://www.dol.gov/elaws/

US Department of Labor - Employment standards – www.dol.gov/esa/

US Equal Opportunity Employment Commission - www.eeoc.gov

US Social Security Administration – www.ssa.gov