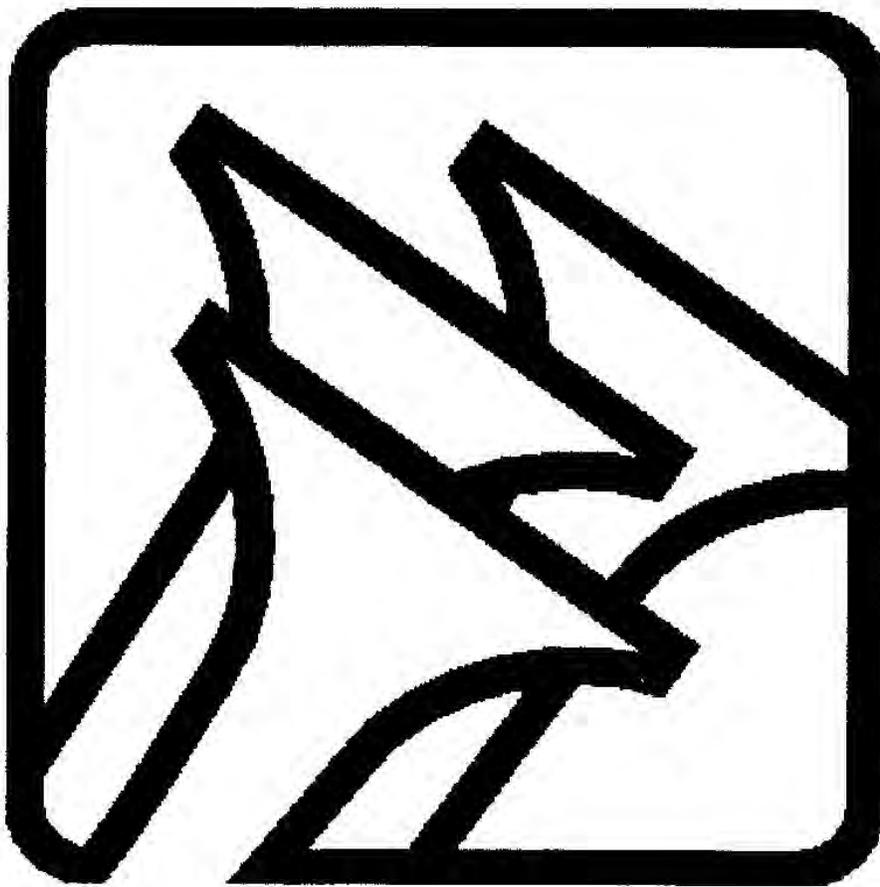


Southwest California Synod Pastoral Call Process Handbook



**For Congregational
Call Committees**

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The Lutheran Church understands the Office of Pastor as one ordained by Christ and given to the Church. It is the office of ordained ministry through which the means of grace, Word and Sacraments, are proclaimed and given. Its purpose is to build up the body of Christ, enabling it to witness faithfully to the good news of Jesus Christ.

The church's relationship with its pastors, therefore, is not the same as one between employer and employee. It is instead one of mutual servanthood. Pastors are not "hired". Instead, pastors are recommended by the Synod and are called by a congregation through a process that involves prayer, consultation, visitation, deliberation, decision and response, as led by the Holy Spirit.

The relationship between pastor and congregation is one that involves the recognition that we are servants of Christ and partners in ministry.

+Bishop Dean W. Nelson

THE CALL PROCESS TIMELINE

While it is difficult to predict how long the call process will take, this timeline attempts to illustrate the phases of the process. It is important to realize that there are many variables which need to be factored into each congregation's situation.

4-6 weeks	4-6 weeks	2-3 months	30 days	30-60 days
Ministry Site Profile & Call Committee selection	Receive and process candidates	Candidate interviews	Pastor considers call	Pastor accepts/moves

1 month-6 weeks

Ministry Site Profile and Leadership Needs Profile prepared for submission to the bishop's office. This phase lays the foundation for the entire process and should not be hurried. Adequate time must be allowed to hear from the entire membership of the congregation.

1 month-6 weeks

The bishop's office reviews possible candidates (those forwarded by the congregation as well as pastors asked by the bishop to consider interviewing with the congregation), decides which candidates will be recommended to the call committee, and processes each candidate's Rostered Leader Profile for submission to the call committee.

2-3 months

The call committee contacts candidate and arranges and conducts interviews. The logistics of inviting a candidate for a visit may take time since several calendars are involved.

1 month-6 weeks

The congregation council receives the call committee's recommendation and schedules a special congregation meeting to vote on issuing the call. Most congregation constitutions require a two week notice to its members before such a meeting to call can take place.

30 days

Constitutionally, pastors are usually allowed 30 days to respond to a call.

30-60 days

Most congregation constitutions provide for a 30 day period between the time a pastor resigns and concludes his or her ministry. This time allows for a proper and orderly transition.

Work of A Call Committee

Jesus came to Galilee, proclaiming the good news of God, and saying, "The time is fulfilled, and the kingdom of God has come near; repent and believe in the good news."

As Jesus passed along the Sea of Galilee, he saw Simon and his brother Andrew casting a net into the sea, for they were fishermen. And Jesus said to them, "Follow me and I will make you fish for people."

And immediately they left their nets and followed him. As he went a little further, he saw James, son of Zebedee, and his brother John, who were in their boat mending the nets. Immediately he called them and they left their father Zebedee in the boat with the hired men and followed him.

They went to Capernaum; and when the Sabbath came, he entered the synagogue and taught. They were astounded at his teaching, for he taught them as one having authority.

Mark 1:14-22



The work of a Call Committee that culminates in a Congregational vote to call a Rostered Leader is a Holy Calling in and of itself. A Call Committee is entrusted with an incredibly important responsibility. This manual offers assistance to that call process so that it can be executed faithfully and effectively. Our prayer is that it will prove helpful to you.

What is a Call?



While there are aspects of your task that look much like “hiring an employee,” rostered leaders in the Church are not “hired” but “Called” after prayerful deliberation.

This distinction is more the simple semantics. Those called to leadership positions in the Church are gifted with a relationship with the people of God that allows them to be a part of people’s lives at the most sacred and precious events of life. Lutherans understand leadership to be a call to proclaim both Law and Gospel. Leaders are called to comfort and console, support and care for God’s people.

They are also called to proclaim and live a corrective and challenging Word from God that may at times cause discomfort. If the relationship between leader and congregation is seen simply as an employer-employee arrangement, the later responsibility would be hard to carry out.

Glossary of Terms

Rostered Leader—

Although the majority of Call Committees are formed to call a pastor to their church, this manual uses the term “Rostered Leader” rather than “pastor”. In the ELCA, rostered leader status is granted to Pastors ordained to Word and Sacrament Ministry, to Associates in Ministry, and to Diaconal Ministers. The Call process for each of these is the same.

Ministry Site Profile —

In short, the resume of the Congregation that shares congregational history, current structures and staffing patterns, hopes for future mission directions, demographic data about the community, as well as the gifts for leadership being sought by the congregation.

Compensation Package —

The actual financial impact on the Church’s budget to support the leader called to your congregation. This includes salary and housing allowance, pension and health benefits, car allowance, continuing education and professional expenses, Social Security assistance (if offered) and the like. It is helpful to candidates when there is clarity as to what is actually available to them to cover the day-to-day living expenses, and what are benefits that the leader would not receive directly, such as Pension and Health benefits.

Letter of Call —

The official letter and supporting documents extending the congregation’s Call to the Rostered Leader. This form will be provided to the congregation by the Office of the bishop once a Call is voted by the congregation.

Rostered Leader Profile —

The Church-term for resume. This form, completed by the candidates, includes responses to a number of questions about their theology, their understandings of their gifts for ministry, personal information, employment and educational history, and references.

Steps in the Call Process

- Contact Synod Office
- Form Call Committee
- Prepare Ministry Site Profile
- Identify Potential Candidates
- Interview Candidates
- Recommend Candidate
- Hold Congregational Meeting

Prayers for a Shepherd

Almighty God, you alone are the great Shepherd of the sheep, and we turn to you to lead and guide us in all things. Our trust and our hope is in you.

You are the way, the truth, and the life.

As you have raised up faithful servants of your holy word to tend your flock in each time and place, send us now, we pray, a faithful shepherd to lead our flock.

Send us a shepherd, loving God.

Send us a shepherd of goodness and grace, of strength and faith, of righteousness in your sight.

Send us a shepherd, loving God.

Send us a shepherd to comfort and care for us, to preach your word, to teach our children, to baptize and commune, to marry and counsel, to visit the sick and lay to rest, to guide us and pray for us.

Send us a shepherd, loving God.

Give us a holy patience in this time of our seeking a patience that trust in you for our present care, knowing that you will bring our good work to fulfillment in your time.

Lead us and guide us, gracious God



Keep us faithful in mission, regular in worship, responsible in stewardship, mindful of the needy, and diligent in prayer.

Lead us and guide us, gracious God.

Fill us all with your Holy Spirit and magnify our gifts of discernment, that we might follow your will and leading into a future yet unknown.

Lead us and guide us, gracious God.

Bless the work and ministry of this Call Committee. Give us the gifts we need to seek and find the pastor of your own nurturing, the shepherd of your own choosing, that we might be fed by your holy word and sacraments and grow in faith and love and ministry.

Lead us and guide us, gracious God.

All these things we ask, O God, with whatever else we need, in the name of him who is the Good Shepherd, Jesus Christ our Lord.

Amen

*adapted from prayers
by The Rev. Thomas L. Weitzel
Evangelical Lutheran Church in America*

INTRODUCTION

The congregation, with its council and call committee, works closely with the Bishop and Synod Staff in working through the call process. The Synod Constitution and the Model Constitution for congregations state:

Synod 13.11: “When a pastor, an associate in ministry, deaconess or diaconal minister resigns, the Congregation Council shall receive the letter of resignation, report it to the congregation, and at once notify the bishop of the synod.”

Congregations Model 9.01: “Authority to call a pastor shall be in this congregation by at least a two-thirds majority ballot vote of members present and voting at a meeting regularly called for that purpose. Before a call is issued, the officers, or a committee elected by (this congregation -- or -- the Congregation Council) to recommend the call shall seek the advice and help of the bishop of the synod.”

There are two handbooks to assist the congregation with the call process--the Congregation Council's Role and the Call Committee's Role. Both include a check list, guidelines, sample copies, and exhibits. In the initial visit to the congregation/council, the Bishop or synod staff will provide copies of both handbooks. Any and all parts of these handbooks may be reprinted.

This document is a resource for the Call Committee.



CALL COMMITTEE CHECKLIST

- ___1. Telephone to arrange a meeting with Synod Staff to review the process.
- ___2. Under the direction of the Synod Staff, make local logistical arrangements and participate in the Ministry Site Profile Workshop. After the workshop, complete the Ministry Site Profile.
- ___3. Provide the Synod Staff with completed Ministry Site Profile (via the online Mobility Database System), copy of the constitution and any nominees. (see Exhibit II-2)
- ___4. Communicate with the congregation regarding process. (See Exhibit II-3)
- ___5. Receive from Synod Staff the Rostered Leader Profiles of candidates.
- ___6. Prepare for interviews and notify Synod Staff of the schedule for interviews. (See Exhibit II-4)
- ___7. Conduct the interviews. (See Exhibit II-5)
- ___8. Evaluate candidates for recommendation, requesting and interviewing additional candidates if necessary. (See Exhibit II-6)
- ___9. Inform candidates by telephone what is happening. How long it will take and follow up in writing to the candidates.
- ___10. Notify candidates not chosen. (See Exhibit II-7)
- ___11. Notify synod staff of:
 - a. candidates not selected for further attention
 - b. candidate selected for recommendation to Council
 - c. materials needed for Congregational Call Meeting
- ___12. Consult with Synod Staff regarding completion of the Letter of Call and Call Form Statement. (See Exhibit II-8)
- ___13. Prepare materials regarding recommended candidate and meet with Council. (See Exhibit II-9)
- ___14. Notify congregation of candidate, including opportunities to get acquainted. (See Exhibit II-10).

CALL COMMITTEE CHECKLIST (continued)

- ___ 14. Ensure that Council calls congregational meeting and notifies synod staff of time, date and place.
- ___ 15. Prepare, with the Church Council, materials for congregational meeting: motions, Letter of Call form with accompanying Statement, and rationale for the nominee. (See Exhibit II-11)
- ___ 16. Prepare to speak in support of the recommended candidate at the congregational meeting.
- ___ 17. Telephone the pastoral candidate after the meeting regarding results.
- ___ 18. Plan, with Council, for moving, welcoming events, and the Installation. (See Exhibit II-12)
- ___ 19. Ensure that the Council plans for ministry review, Staff Support Committee, etc. (See Exhibit II-13)

TO THE CALL COMMITTEE: Prayer is an integral part of the call process. It is helpful to have a group of members “on call” to pray for the committee whenever it is in session. The Call Committee will want to pray as it begins and ends each session, including interviews. At the time of making decisions, allow plenty of time for individual and group prayer. Never underestimate the power of the Holy Spirit.

Meeting times fluctuate, but it is best to set a specific day or evening. Once a chair has been selected, an agenda can be set up. Each member of the committee will recognize the importance of candor, openness, and a willingness to examine and discuss all the issues and candidates.

Interim pastors are normally not involved in the Call Process at all, except on those rare occasions when requested by the Bishop. **It is not recommended for an Interim to be considered as a possibility for the call process at your congregation.**

Continuing staff (paid) are normally not involved in interviews. However, most candidates will want to meet them, and staff will want to know at least the finalist. Arrangements can be made for candidates to meet with staff as appropriate in each situation. Staff are welcome to attend the Ministry Site Profile Workshop.

EXHIBIT II-1

MINISTRY SITE PROFILE PROCESS DESCRIBED

A Ministry Site Profile is an instrument which summarizes the identity and direction of the congregation. It is especially useful to the Call Committee as it interviews prospective candidates. Candidates find it useful as they prepare to come to the interview. The Synod Staff finds it useful as they attempt to best match candidates and congregation. While not everything in the Profile is essential, care should be taken to provide the basic information. Some congregations have added even more information.

It is the ultimate responsibility of the Call Committee to complete the Ministry Site Profile.

The Ministry Site Profile will need the review of the Council when it is completed. Of special concern is the information regarding compensation. The Call Committee and Bishop's Office need that information before candidates are nominated and interviewed.

Much of the information is available from current church records. Information regarding the community can be drawn from several sources, including the school district, the chamber of commerce, census records, etc.

The Ministry Site Profile Workshop will be conducted by the Synod Staff. Two to three hours are needed for the workshop, usually on a Sunday afternoon after the worship services. Dates are arranged through the Synod Staff person related to your call process. While the entire congregation is welcome, the Call Committee, Council and other key leaders are especially urged to be present. Continuing Paid Staff are also particularly welcome here.

When the Ministry Site Profile is completed, with whatever attachments the Call Committee desires, it is submitted to the Synod Office via the online Mobility Database System. Copies are made to send to prospective candidates by Synod Staff, and for use by members of the Call Committee. It is recommended that Council members also receive copies, and that it be made available, by request, to members of the congregation.



EXHIBIT II-2

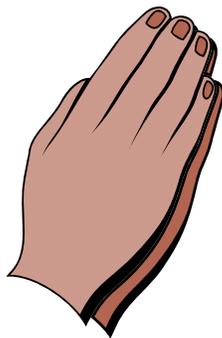
PROSPECTIVE PASTORAL CANDIDATES SUGGESTED BY THE CONGREGATION

After receiving the Ministry Site Profile, the Synod will recommend pastoral candidates who represent a good match to the needs of the congregations. Review of candidates' Rostered Leader Profiles and interviews will be conducted by the Call Committee; the entire congregation has the final decision by election.

In some instances, names of possible pastoral candidates surface in the congregation. These names should be directed to the Call Committee Chairperson and must be persons on the ELCA clergy roster or approved seminary graduates. The names will then be submitted to the Synod Office to be considered along with other potential candidates. If the candidate is on the clergy roster of another Synod, our Synod Staff will need to obtain clearance from the Bishop of that Synod.

Under NO circumstance is it appropriate for a member of the Call Committee to make direct contact with a prospective candidate. If a possible candidate contacts the congregation directly, please refer them to the Call Committee Chairperson and synod staff representative.

If the Congregation/Call committee would like to submit names of possible candidates, please provide the pastor's full name, address and telephone number.



COMMUNICATING WITH THE CONGREGATION

SAMPLE POSTER INFORMATION

_____ **WE ARE PROGRESSING TOWARD THE CALL OF A NEW PASTOR**

Our representative from the Synod Staff is:

Our Interim Pastor is:

Office Phone:

Home Phone:

Cell Phone:

_____ **WE ARE WORKING ON A MINISTRY SITE PROFILE**

Our Call Committee Chairperson is:

Call Committee Members are:

_____ **CANDIDATES ARE BEING INTERVIEWED BY THE CALL COMMITTEE**

_____ **AT THE RECOMMENDATION OF THE CALL COMMITTEE, OUR CHURCH COUNCIL NOMINATES _____ TO BE OUR NEXT PASTOR.**

We will vote on this nomination at a congregational meeting set for

Date: _____ Time: _____ At: _____

_____ **WE HAVE ISSUED A CALL TO PASTOR _____**

Pastor _____ has accepted the Call and will begin serving on _____

_____ **WE WILL HAVE A SERVICE OF WORSHIP AND INSTALLATION**

Date: _____ Time: _____

SAMPLE NEWSLETTER ARTICLE

Here is a list of the required steps to call a new pastor to a vacancy. All churches in the ELCA use this formula to call a pastor.

OUR PASTOR IS LEAVING, WHAT DO WE DO?

Step 1: Receive resignation
 Notify congregation
 Contact Synod office
 Plan farewell events
 Hold exit interview
 Make interim plans
 Meet with Bishop or Synod staff
 Choose Call Committee

WHAT ARE THE FIRST STEPS IN CALLING A NEW PASTOR?

Step 2: Conduct congregational survey
 Call Committee to complete Section I of Ministry Site Profile
 Congregation attends the Profile Workshop
 Complete Section II of Ministry Site Profile and submit to Synod
 Consult with the Bishop's office on candidates
 Receive Rostered Leader Profiles from the Bishop's office
 Prepare format and plan agenda for interviews
 Conduct interviews
 Decide on one candidate to recommend

Step 3: Recommend candidate to Council for vote
 Call Congregational meeting to vote on recommended candidate
 Make information regarding the candidate available to the congregation
 Election of candidate
 Pastor-elect has up to 30 days to respond

WE HAVE A NEW PASTOR!

Step 4: The Church Council notifies the congregation and Bishop's office that the
 pastor-elect has accepted.
 Prepare for arrival of the new pastor and make plans to introduce him/her
 to the community.
 Make plans with the Bishop's office and Conference Dean for installation.

**WE HOPE THIS HELPS YOU UNDERSTAND THE PROCESS
WE ARE GOING THROUGH.**

SAMPLE NEWSLETTER ARTICLE

Dear Members of _____ Lutheran Church,

I'm sure that all of you are very interested and concerned as to what is transpiring in the calling of a new pastor. Our Church Council appointed the following members to the Call Committee: XXXXXXXX, plus two alternates, XXX and XXX. All have agreed to serve. We held our first meeting on XXXXXXXX. I was elected by this group to serve as the Chairperson of the Committee.

We have guidelines and definite steps to be followed under the direction of the Bishop and his staff. The Committee's first assignment is to complete a Ministry Site Profile. This will be used by the Committee, our Bishop and staff, and prospective candidates (pastors available for call who are to be suggested to us by the Bishop). We have begun our work on the Profile. To assist in completing the Profile, we need your participation at a Ministry Site Profile Workshop soon to be scheduled. This will give every member an opportunity to offer your needed and valued input.

This Profile is a very important tool in the call process. It will be used by the Bishop to match the candidate pastors' ministry skills to the needs of our congregation and will aid the candidate pastors in deciding if they are interested in serving this congregation. The Committee voted that when we have completed this profile we will provide copies of it to the membership. The committee will study the information about candidates, listen to sermon tapes, and schedule and conduct interviews. We will determine compensation, benefits, and related details to be recommended as part of the nomination of the final candidate. When a final decision is made, the Call Committee will provide you with descriptive information regarding the recommended candidate. You will then have the option to choose or reject this candidate. At least two-thirds of the members present and voting at a meeting properly called for that purpose must vote for the candidate before the call can be issued.

We hope that we will come up with a good match on our first letter of call. If not, we will go back and start again with another candidate. It is the aim of the Committee to keep you informed of our progress. We will not be secretive about our sessions, but we need to explain that we cannot hold open sessions because of the need to keep confidentiality.

We invite you to share your concerns and dreams with any member of the Call Committee. We realize that we will not be able to please everyone equally, but we will do our best to recommend to you, through the Council, a pastor well qualified to be the spiritual leader of our congregation. If there is a pastor you desire to nominate, please notify me so the Bishop's office can follow appropriate procedures.

Jane Doe, Call Committee Chair

PREPARE FOR INTERVIEWS

“There are different kinds of spiritual gifts, but the same Spirit gives them. There are different ways of serving, but the same Lord is served. There are different abilities to perform service, but the same God gives to everyone ability for particular service. The Spirit’s presence is shown in some way in each person, for the good of all.”
1 Corinthians 12:4-7

We affirm that the Spirit’s presence is shown, in some way, in each person. There is another spirit, divisive and contrary to God’s Spirit, which darkens our perception with stereotyping and prejudice, leading to rejection of possible candidates. The Holy Spirit calls us to be an inclusive church. Therefore, the Synods are careful not to exclude candidates based on such characteristics as gender, age, race, ethnicity, marital status, or physical challenges. (See pages 4-8 in this Exhibit for information regarding women candidates.) Sometimes, of course, such characteristics are helpful in particular situations, so attention will be drawn to the benefits of certain gifts. If the Call Committee wishes to include or exclude based on such characteristics, it is important to thoroughly discuss these matters with the Bishop or Synod Staff prior to receiving Rostered Leader Profiles of candidates.

The profiles of candidates and congregations are tools which can be used to better discern the guiding of the Holy Spirit in the matching process. Primary focus in interviews should be on those skills, qualifications and experiences which are lined to the priorities and qualities identified in the Ministry Site Profile.

A. Presentation of Rostered Leader Profiles by Synod Staff

After the Bishop and Staff review the Ministry Site Profile and any nomination of candidates by the congregation, the staff will research all potential candidates. Usually, within a few weeks after receiving the Ministry Site Profile, the synod staff will present Rostered Leader Profiles to the Call Committee. Normally, the Synod Staff member will bring to the Call Committee three candidates representing the best possible match.

The Synod Staff will be available for consultation during each step of the process.

B. Call Committee: Rostered Leader Profile Review and Packet Preparation

1. After receiving Rostered Leader Profiles of potential candidates, the Call Committee should contact them by telephone (**use their home telephone number**) ascertaining possible interview dates, and informing them that a packet will be sent. The packet should include:
 - a. annual reports, newsletters, bulletins
 - b. community information

EXHIBIT II-4

(page 2 of 15)

NOTE: SINCE THE MINISTRY SITE PROFILE INCLUDES COMPENSATION INFORMATION, IT IS IMPORTANT THAT THE COUNCIL HAS VERIFIED THE ACCURACY OF THE INFORMATION IN PART III, ITEM 14 (PAGE 11) OF THE PROFILE.

2. As you review Rostered Leader Profiles, **beware of giving too much weight to the written presentation.** You could miss a great pastor who is simply not a good writer. Nothing can replace a personal contact.

C. Confidentiality and Communication

1. **Confidentiality is highly important in the call process.** To protect the ministries of the prospective candidates, and to enable the Call Committee to do its work efficiently, names of candidates should not be revealed until it is time to recommend one candidate to the council and congregation.
2. Communication is likewise very important. Explain that sessions are closed and that confidentiality must be observed, but keep the congregation informed about your progress. Newsletters, bulletins, posters, and visits to groups can all be helpful ways to let people know how you are doing. Remember that the congregation is praying for the Call Committee's work, as your spiritual partners in this process.

D. Interviews and Scheduling

1. The Call Committee will determine the content and schedule for interviewing candidates. Contact the Synod Staff when you have determined your interview schedule. If schedules permit, you may want to arrange to have out-of-synod candidates meet the Synod Staff while they are in the area for the interview.
2. If married, determine when and how the spouse will be involved in the process. If the spouse and/or family come, you can plan activities for their getting acquainted with the community. The first interview is normally only for the candidate, unless you are interviewing a clergy couple who will both serve. Some candidates will want to negotiate bringing spouse and family.
3. **All expenses associated with the interview should be discussed in advance so the candidate is informed. Normally, the congregation covers all travel, lodging and meals for the candidate (and the spouse/family if invited.)**
4. If your process is delayed for some reason, let the candidates know when they can expect to next hear from you. It is important to communicate with candidates and the Synod Staff about your anticipated time line for decision making.
5. After having scheduled interviews over the telephone, it is advisable to send a follow up letter confirming all of the arrangements.

EXHIBIT II-4

(page 3 of 15)

E. Preparing for the Interviews

1. Before the interviews are conducted, the Call Committee will determine the level of commitment expected from each member in attending interviews. Every member should attend every session if at all possible, so that qualifications of each candidate can adequately be compared.
2. Develop questions in advance to facilitate a well run interview. This also helps to ensure that candidates will be treated consistently. Decide in advance which questions will be asked by whom.
3. Be prepared to engage in dialogue about your ministry. You may want to decide in advance who will take the lead in answering candidates' questions in specific areas of ministry. (see Exhibit II-3, pages 12 & 13)
4. Have copies of the Ministry Site Profile on hand for each member. Keep focused on the congregation's priorities for this call. The candidate will probably refer to the Profile in questions asked of you.
5. Review Exhibits 4, 5, and 6 for suggestions on a possible agenda and questions.

F. Sermons and Other Sources of Information

1. In addition to scheduling interviews, the Call Committee may arrange with the candidates other means by which to become better acquainted with their strengths for ministry, such as:
 - a. Audio tapes - most congregations can readily tape services, including sermons.
 - b. Video tapes/DVD - quality and ease of obtaining them are issues which make this one difficult for many.
 - c. References listed in the Rostered Leader Profile (See this Exhibit, pages 28 & 29)
2. It is often possible to hear prospective candidates preach in their present context of ministry. If so, **the pastor should be contacted beforehand**, and discretion should be used during the time of the visit. If candidates are coming from a distance, arrangements may be made through the Synod Staff for the candidate to preach in an area congregation. A stipend is not normally expected for such preaching. Should it be agreed that a stipend will be given, that stipend shall be the responsibility of the interviewing congregation.

G. Communication with Candidates

COMMUNICATE, COMMUNICATE, COMMUNICATE - Always let the candidate know your decision as it relates to them by telephone and follow up with written communication.

CONCERNING WOMEN CANDIDATES

Even though the practice of ordaining women is more than three decades old in the ELCA, it will remain a “new” issue as many congregations experience women in pastoral leadership for the first time. To assist Call Committees in their preparation for interviewing women candidates, an excellent resource is available from the Augsburg Fortress. It is titled Call the Laborers: A Congregational Resource on Women and Ordained Ministry. Part V, “Looking for the Laborers: Tips for the Call Committee” is reproduced in the next pages for your usage. If you want to obtain the whole booklet, it can be ordered from Augsburg Fortress Publishing Company, (800-328-4648, item # 69-1329). A description of each of the six sections of the booklet follows.

PART I “The Call To God’s Vineyard: A Parable of Ministry,” uses the imagery and message of Matthew 20 to begin to look at the nature of ministry and the priesthood of all believers that we all share.

PART II “A Woman’s Work in the Vineyard: A Biblical Review of Woman and Authority,” provides a Bible study on many of the scripture passages that have traditionally been cited as speaking against the leadership roles of women in the church.

PART III “The Call to Women Laborers: A History of the Decision to Ordain Women,” provides a historical summary of the deliberations, discussions, and decisions in 1970 and 1976 that brought the predecessor church bodies to their decisions to ordain women.

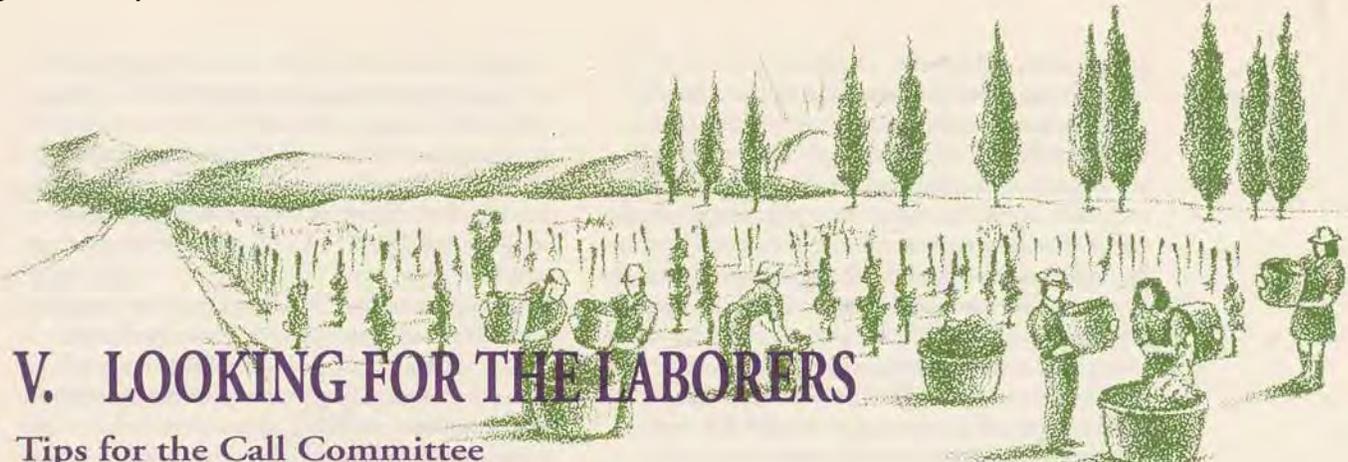
PART IV “Laboring Side by Side in a Changing Vineyard: The Changing Roles of Men and Women,” discusses and reflects on the ever-transforming roles of men and women in church and society.

PART V “Looking for the Laborers: Tips for the Call Committee,” is designed to assist congregations and their call committees through the whole process of considering women pastoral candidates - from the congregational study through the interviewing process to post-call support.

PART VI “Statistics and Resources,” provides the latest statistics on clergywomen in the ELCA and lists additional resources for further study.

The six sections are designed so that they can be used separately, although a thematic thread runs throughout. They have also been designed for easy photocopying and distribution in the congregation. Here are some ways you might use Call the Laborers in your congregation:

- As an Adult Forum series
- In a retreat for the congregation or church council
- As part of the congregational study during a pastoral vacancy
- For use by the call committee before receiving names of candidates
- As a program resource for confirmation classes, youth group, Women of the ELCA, Lutheran Men in Mission, Bible study groups, and so on.



V. LOOKING FOR THE LABORERS

Tips for the Call Committee

Congratulations, you have been selected for your congregation's call committee! This committee has the important task of working with the synod, the church council, the congregation, pastoral candidates, and the Holy Spirit to determine who will be the next pastor of your congregation.

After your congregation has completed its self-study, the local synod will supply the committee with a name or names of potential candidates for pastor of your congregation. These candidates may be recent seminary graduates or pastors with years of experience in the church or in business. They may represent various ages, backgrounds, and cultures. They will include both men and women. Although it is tempting to say that a call committee or a congregation is simply seeking the best person to fulfill its present needs, it remains a reality in our community of faith that personal characteristics—such as one's ethnic background, gender, age, and physical abilities—can also be determining factors along with one's skills, abilities, and experiences. Members of the call committee will need to struggle with the question, "What is our vision of what our new pastor will look like?" This is a secret that each person on the call committee holds. Consultant Bunty Ketcham advises, "The sooner this secret is shared, the better. Every person has a fear of something the committee might do. That's a second secret that needs to be shared early on."¹ Discussing these concerns and "secrets" as

soon as possible will greatly assist you in making the entire call process an open and satisfying one.

For many congregations in the ELCA, considering a woman candidate for the pastoral office is a new experience. While it may be ideal for congregations to explore these issues before they enter the call process, the time of the congregational self-study is also a good opportunity. From the experience of these early decades of women's ordination, some knowledge has been gained about the more practical questions around women's ordination. It is not until the names of women candidates are presented to congregational call committees that the biblical, theological, and historical questions take on local significance. The call process provides a unique teaching moment for the congregation and for the candidates. Your participation in this process, your willingness to educate your congregation about women and ordained ministry, and your commitment to creative models of leadership, will all contribute to a growing appreciation of women in ordained ministry, of the office of pastor in your congregation, and of men and women in partnership.

Before You Interview . . .

❖ Provide opportunities for the congregation to explore the issue of women in ordained ministry. If your congregation has never been served by a woman, assume that some education and consciousness-raising will be needed. Do not assume that because of the sophistication, education, or general sensitivity of the



congregation, you can skip over this step. The chance to learn more about the history and biblical witness related to women and ordination and the chance to talk about feelings are important. Visibility is often a key element in this education process. Basic experiences with women in pastoral leadership can go a long way in your congregation. The church council may begin this process by specifically requesting a woman as your interim pastor, or by requesting several women as supply preachers during the vacancy. You may also want to ask a woman pastor in your area to lead a small group study or adult forum for your parish. It may be helpful to dialogue with a neighboring congregation served by a woman pastor about their experiences. The consideration of women as pastoral candidates and the calling of a woman pastor provide enriching teaching moments for your congregation. Take this opportunity to challenge yourself--and the congregation--to grow and learn.

❖ Some members of the congregation may express negative feelings about calling a woman pastor. If this happens:

❖ Encourage members of your congregation to say why they are opposed to a woman pastor. The reasons could range from theological concerns to the belief that a woman's voice isn't loud enough to be heard in the back of the church.

❖ Create a climate, with the assistance of the church council, interim pastor, and other congregational leaders, in which members feel safe expressing their concerns and questions. Acknowledge together that considering a woman as pastor is new for everyone. Let this be the common ground and start from there.

❖ If there are biblical concerns, address them directly. Invite a respected Bible study leader in your synod to conduct a review of biblical materials. Provide reading materials for the congregation.

❖ Realize that this is, among many other things, a pastoral care issue. This issue may be emotionally charged for some members, making them feel hurt and vulnerable.

❖ Assess the degree of opposition to a woman pastor and make some decisions based on this research. Is it potentially community-dividing? Is the opposition coming from only one or two people, who are assuming they speak for the majority of the congregation? Do you sense that these negative feelings could gradually fade once the pastor is on-site and is known in the community? Are you as a congregation willing to assist members with very negative feelings to move on to another congregation to or another denomination where they may be more comfortable?

❖ Perhaps your congregation has had a negative experience with a female pastor, intern, or seminary student. If so, develop a process of healing, recovery, and trust-building. Work within the climate of openness you have created in the congregation. Provide ways, with the assistance of your synod office, to deal with the negative feelings that may be remaining as a result of this experience. This is a process of

healing. Be aware, and remind each other, that poor experiences with male pastors do not prevent us from considering another man as our next pastor. We do this without conflict because we have learned through generations of experience that not all male pastors are the same; they come with a wide variety of personalities, gifts, and skills. This is also the case with women pastors.

❖ Know your limits. Every congregation wants and deserves the best pastor possible. Sometimes, often without realizing it, we narrow the field of pastoral candidates we are willing to consider because certain limits have been established, either consciously or unconsciously. Before the committee actually receives names from your synod office, attempt to ferret out any of these limitations. Some limitations may be gender, race, age, years of experience, or education. Be aware that when these kinds of limits are established, the committee may well be eliminating some candidates who, given a chance, would be wonderful pastors for your congregation. Age and years of experience are not always equal to skills and abilities. Obviously, few women candidates will be able to sport decades of parish experience. This does not mean they do not possess the skills they need or that they would need to be mentored by the congregation. Decide on the qualities that you believe are most needed now in your congregation. Then attempt to remove limits that could unnecessarily narrow your search process. Don't tie the wings of the Spirit! Be prepared to be surprised by the Spirit of God, who may lead you in a new and exciting direction!

❖ In preparing for the interviews of all candidates, advance planning is essential. The synodical staff person working with your congregation may have a suggested format for the interviews you are to conduct. In any case, you may want to develop an agreed-upon set of questions that will be used in each interview. This does not eliminate spontaneous questions and conversation; it assists in establishing a consistency in the questioning, which can then be used to compare the interviews. If you have certain concerns that are related to a candidate's gender, test them out with your call committee colleagues. Agree together about how, or if, these questions will be asked. Consider how these questions apply to the other candidates. Attempt to keep "surprise" questions to a minimum.

❖ Women candidates before a call committee are frequently asked questions related to their personal lives and families (see Part IV). If there are questions, which, if left as a mystery, could jeopardize an otherwise ideal candidate's opportunity to receive a call to your congregation, then ask your synod for guidance. For example, a call committee may wonder what would happen in their congregation if their pastor gave birth to or adopted a baby. Begin by consulting with your synodical liaison, who can share with you the experiences of other pastors who have provided models in this situation or others. Reflect together on what are your real concerns and judge whether or not you

have these same concerns about male candidates. If not, why not? Perhaps the unfamiliarity with the maternity-leave policy makes the committee anxious, or perhaps it is assumed that most women stop their professional careers once they have children. Don't worry that raising these kinds of questions will make the committee appear sexist. Seeking information is always appropriate when it is an honest request to know and understand the candidate better. What can sometimes cause conflict is the manner in which the information is sought. For example, you would not benefit from surprising a woman candidate during an interview with the question, "You're not pregnant, are you?"

❖ Advance planning and discussion can weed out inappropriate questions that can create a negative climate during the interview. Sometimes, because of the strong link in our society between women and the home (rather than women and work), a call committee may ask many questions about the pastor's family instead of focusing on questions about the congregation and ministry. It is not appropriate to ask questions about a candidate's personal life or questions requiring commitments from a candidate's family (for instance: "Will your husband join our Men's Club?"; "Will your teenagers participate in the youth organization?"; "If you have a meeting at night, what will you do with your children?"; "Are you dating anyone right now?"; "Will your boyfriend attend this church?"). These kinds of questions are not relevant to the purpose of the interview. They do reflect the church's corporate lack of experience with women as parish pastors. If these kinds of concerns appear to be overwhelming the call committee as you explore the possibility of calling a woman as pastor, you may want to provide an opportunity for a local clergywoman (one who is not a prospective candidate) to explore these questions out of her own experience and the experiences of others known to her. Many clergywomen would be happy to assist you in this way.

During the Interview

❖ Be aware of how you address women candidates. She is a pastor, as were all your previous pastors. There is a tendency among some people to refer to a woman as "Pastor Mary" or simply as "Mary," while referring to male pastors more formally as "Pastor Jacobs." There is no correct manner of address, although some pastors may prefer to be addressed in a certain way. The point is to be aware of the distinctions you may be making when you address women informally and men more formally.

❖ While you are interviewing candidates, the candidates are also interviewing you. A call works two ways. In order for you to get to know each other, you may want to style the interview in the form of a living-room conversation. Provide refreshments. Move away from conducting the interview around a long table with the candidate at the head. A circle of chairs around a punchbowl with fruit or cookies can help

ease the natural nervousness in the room.

❖ The interview may be more productive for the committee and the candidate if stories are shared, in addition to questions and answers. This style can also help avoid questions that appear to have a hidden or personal agenda (these are questions that a candidate can easily identify as having an unknown story behind them, and they can feel like trick questions). Avoid making the candidate feel as though she needs to watch for the trapdoor in her response. For example, you may have once experienced a woman pastor who always referred to God as "she" in her sermon and who changed all the male language in the liturgy to neuter or feminine pronouns. Perhaps you found this troubling, curious, or enriching, and you want to ask the candidate about her views on issues related to inclusive language in worship. Instead of asking, "Do you think God is male or female?", tell her your story--how it affected your worship experience and your understanding of God. Allow her to directly respond to your story. In so doing, you will gain a knowledge of her thoughts on this subject, additionally, you will witness how she responds pastorally to a person who is struggling with these kinds of concerns.

❖ In some congregations, new models of leadership are being explored by calling a clergy couple to share one position in a parish. When beginning this kind of interview, ask the couple how they would like to respond to the questions--taking turns on each new question, perhaps, or dividing the questions according to their interests. Most of the time, the couple will already have a plan in mind; but it's best if everyone involved knows the plan. The chair of the call committee may wish to monitor the conversation to insure that one person is not asked most of the questions. This person could also monitor the content of the questions, making sure that the interview does not become dominated with logistical topics--e.g., "Who will be in the office on Mondays?" These technical concerns are more appropriate further along in the process, when these details are discussed with the church council.

After the Interview

Frequently, after the initial interview the call committee will observe the candidates while they lead worship and preach in an off-site congregation arranged by the synod. If multiple candidates are being considered, the field may be narrowed at this point to only one or two candidates. Again, in this process of elimination, it is helpful to check for gender-specific concerns that may interfere with the call process. The next step may be to arrange a second interview for the candidate(s) with the call committee or with the council. This is a time for final clarification on any issues that remain unclear, and it is a more appropriate time to discuss any logistical concerns. Depending on synod guidelines, this may also be the time when a salary package and benefits are discussed.

Clergywomen have experienced some inequities in the past with respect to salary and benefits. Some discrimination can come about when a married woman's income is viewed as secondary family income, while a man is perceived as the primary breadwinner. No pastor's salary package should be based on the income of his or her spouse, the receipt of child support payments, whether one is married or single, and so on. These personal factors are irrelevant in considering a salary for your new pastor. Be forward thinking and make as many agreements as possible before the call is extended. A decision to "work this out later" may be planting a seed of frustration and conflict for the future. Make decisions about parenting leave, family leave, continuing education, and health and wholeness benefits.

Currently, a higher percentage of clergywomen than clergymen have part-time calls. If the call to be extended is a part-time call, make agreements about the number of hours to be worked each week. If there is additional work that needs to be done outside of this time frame, decide who will do it. When these kinds of agreements are not made in advance, the part-time pastor can easily slip into working a full-time job for part-time pay.

Often it is assumed that once these kinds of agreements are made, these issues will not be discussed again until the next pastor is called. A necessary part of any process, including the call process, are review and evaluation. One of the agreements that may be made during these negotiations is to set a date six to twelve months after the call to evaluate these agreements and to make modifications where needed.

After the Call Is Extended

Normally call committees end their work once the call has been accepted by the new pastor. You may want to consider extending the process over the pastor's first year of ministry in your congregation. This would be especially helpful if your congregation does not have a Mutual Ministry Committee serving as a liaison between the pastor and congregation. Some responsibilities after the call is extended might include:

- ❖ Assist in planning the Service of Installation.
- ❖ Plan a welcoming event for the new parsonage family.
- ❖ Assist in orienting the pastor to the congregation and community (for example, the history of the congregation, how organizations and committees function, services offered in the community, and so on).
- ❖ Become a support group for the pastor, as he or she adjusts to this new environment; meet with him or her on a regular basis.
- ❖ Work with the church council to review the pastor's ministry, salary and benefits, and any other agreements made at the time of call.

Serving on the call committee is one of great responsibility in a congregation. The process is most satisfactory to everyone when a circle of trust is established and maintained between the call committee, the church council, the synod office, members of the congregation, and potential candidates. This trust is as essential as the process itself. As you pray for the guidance of God's Spirit in your midst, establish ways to be open and receptive to the Spirit's direction in your work.

A Prayer for the Call Committee

Spirit of the Living God, fall fresh on us! We thank you that throughout the generations you have raised up men and women to serve your church in all times and in all places. As we go about the task of calling a new pastor to serve with us, we pray for a spirit of mutual trust and for the ability to speak fully and listen faithfully to each other. We pray for the spirit of wisdom to be in our midst as we go about the task to which we have been called. We give thanks for all who have served this congregation as servants of your Word, especially do we remember *[at this time, names of former and present pastors, deaconesses, associates in ministry, and lay leaders in congregations may be spoken by those gathered]*. Fill us with the love, grace, and confidence that can only come from you. In Jesus' Name. **Amen.**

EXHIBIT II-4
(page 9 of 15)

ROLE OF THE SENIOR PASTOR IN THE INTERVIEW PROCESS

1. When calling an associate pastor, associate in ministry or diaconal minister, it is especially important that there be mutual understanding of the theological positions, worship preferences and leadership styles. This is best facilitated by in-person discussions during the interview process.
2. While Call Committees will want to assess the candidate in terms of character, commitment and competence, the interactions among staff are also critical elements. They cannot be adequately assessed without significant discussions which include the senior pastor.
3. The senior pastor and council will want to discuss in advance the task definitions, accountability lines, and whether the style will be “hierarchical” or “collegial.”
4. While the senior pastor need not have absolute veto power over a candidate, it would be unwise for the Call Committee to recommend a finalist who is not compatible with the senior pastor. Likewise, it is important for the senior pastor to give attention to what the Call Committee sees in the candidate and how they might relate.

SAMPLE INTERVIEW QUESTIONS

Take time to get acquainted with the candidate. Introduce yourselves and share what your role in the congregations is. Ask the candidate to briefly tell you about himself/herself. What brought them to this congregation at this point in time?

THEOLOGY

1. Describe our preaching style. What themes do you emphasize in your preaching? What do you see as the purpose of the sermon?
2. What is your view of the Bible and its interpretation?
3. What is the role of liturgy in the church's worship?
4. How do you view corporate and private worship? What role would you play in setting the style of worship in this congregation? What role would congregational members be asked to carry out?
5. Describe the fundamental mission of the Church. What is the role of the pastor and the congregation in relation to that mission?

MINISTRY

1. What are your top three skills in ministry? What aspect of ministry is most satisfying? What aspect is most dissatisfying?
2. Evangelism is a priority of the ELCA. If you were our pastor, how would you work with us in this community in doing outreach? What are your pastor experiences and new ideas?
3. How active are you in synod, region and church-wide programs? How do you view ecumenical involvement?
4. Questions about the following areas of ministry are suggested if they have not come up in previous discussion:

→visitation

→financial mgmt.

→community involvement

→counseling

→social concerns

→teaching (adult, Sunday School, Confirmation)

→stewardship

→youth

LEADERSHIP STYLE

1. Describe your leadership style.
2. What do you see as the primary role of the church council? Describe how you work with committees. How do you work with other staff members?

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3. Communication is an important part of parish life. What methods of communication work for you?
4. What do you see as the role of lay members in fulfilling the purpose of the congregation, specifically in relation to the functions of the congregation: worship, learning, witness, service and support?
5. What are your views on congregational planning?
6. What are your feelings relative to an annual review of the congregation's program, leadership and staff?
7. What functions are uniquely the pastor's? How will mutual ministry be fostered within the congregation?

PROFESSIONAL/PERSONAL GROWTH

1. What kinds of continuing education have you had? Have you received any special training in education ministry? How do you approach confirmation ministry? How would you relate to volunteer leaders and teachers?
2. What continuing education opportunities will you seek in the future?
3. Share a recent (or past) experience that challenged your thinking, inspired you, or deepened your understanding of the ministry and/or life? (e.g. a book, lecture, movie, event, program, article, travels, etc.)

PASTOR AS PERSON

1. Describe your basic work orientation. Where and when do you work best? How do you determine priorities in tasks you must do?
2. What are your future plans for continued personal and professional growth?
3. Describe ways you take care of your physical, emotional and spiritual self. How do you spend your free time?
4. How do you value collegiality with neighboring pastors? What kind of relationship do you appreciate among other clergy, Lutheran and non-Lutheran?
5. How do you see your spouse's role as a member of the congregation?
6. The Ministry Site Profile has provided some information about financial arrangement. You may wish to explore a number of financially related concerns, i.e. salary, housing, and equity allowance.

EXHIBIT II-4
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TYPES OF QUESTIONS ASKED BY CANDIDATES

1. What do you think individuals like about this congregation?
2. What are some of the things you hope this congregation will do in the future that would benefit you? others?
3. What are some of the reasons why you are members of this congregation and not some other one?
4. What kind of organizations do you have?
5. What kinds of activities take place on a weekly/monthly basis?
6. How do you welcome and assimilate new members?
7. What plans has the council made for doing additional self-study and goal setting?
8. What structure of government does this congregation have?
9. What kind of benevolence do you support?
10. In what area (s) of social concern has the congregation been active?
11. What kind of priority do you give to the functions of a pastor, both in terms of importance and number of hours? What gets deferred if time runs out?
12. What view does the congregation have about continuing education? What about time off? financial support? Will the pastor be encouraged to attend the annual pastors' conference? Who will pay the expenses?
13. How does the pastor's family receive support? Are there expectations of the pastor's family?
14. Administratively, who prepares the council and congregational meeting agendas? Who chairs meetings?
15. What are the housing opportunities in the neighborhood? What present financial arrangements have been made for the pastor's housing? Has the council and/or congregation envisioned any future ideas for the pastor's housing (shared equity, mortgage loan from the congregation, etc.)?

EXHIBIT II-4
(page 13 of 15)

16. What is the school situation in this area?
17. (In the case of multiple-staff ministries) How do you describe the task divisions, lines of authority, conflict management and reporting methods for the pastoral staff, council, congregation and committees?
18. Describe what the community's image of the congregations is (if you can tell).
19. What hardships has the congregation experienced in the pastor? Have there been any major conflicts?
20. What is the attitude of the congregation toward the church at large? Synod? ELCA?
21. What are the possibilities for growth in size and involvement?
22. How many pastors has this parish had in the past twenty years?
23. How is the pastor's leadership accepted by the congregation?
24. What kind of secretarial service will the congregation provide?
25. What do you see as the role of the lay members in fulfilling the purpose of the congregation, specifically in relation to the functions of the congregation: worship, learning, witness, service and support?
26. What do you see as the Pastor's role in fulfilling the purpose of the congregation in relation to the functions of the congregation: worship, learning, witness, service and support? Is the pastor the "doer", "giver of orders" or "enabler"?
28. What arrangements have you made for moving the pastor, family and their household goods into this area? Will you permit us to use a commercial mover?

CHECKING REFERENCES

Please remember that it is important to notify the candidates that you will be checking references. This is particularly critical if you are contacting individuals who are not listed by the candidate. When placing calls to references, emphasize the confidential nature of this process. Using a checklist or script helps to establish a more systematic procedure for evaluating all candidates and helps to focus on relevant issues. Equal treatment of candidates is essential.

- A. Identify yourself and the role you are playing in the call process.
- B. Identify and record the name of the individual to whom you are speaking and nature of the working relationship this person has with the candidate.

SAMPLE QUESTIONS

1. What were the candidate's responsibilities in order of importance?
2. How would you rate the candidate's effectiveness in his/her work?
3. How would you rate the candidate's drive/energy?
4. How would you describe the candidate's attitude?
5. How would you describe the candidate's relationship to the church council or governing board?
6. How would you describe the candidate's relationship with staff and volunteer workers?
7. What were the candidate's main strengths, outstanding successes and signal failures?
8. What was the most effective way to motivate the candidate?
9. How would you compare the candidate's performance with that of others in similar positions?
10. How did the candidate work with people? Identify reasons for positive or negative working relationships.
11. How do you feel about the candidate's management techniques?
12. How would you describe the candidate's success in training, developing and motivating persons?

EXHIBIT II-4
(page 15 of 15)

13. What could the candidate have done to produce even better results?
14. What would most people with whom he/she worked say about the candidate?
15. What does the candidate need to do for continued personal and professional growth and development?
16. What other information do you have that would help to develop a more complete picture of the candidate?

CONDUCTING THE INTERVIEWS

The Call Committee chairperson presides over the interview process, and sees to the hosting of the candidate. It is important to help the candidate feel welcome and feel as relaxed as possible. You want to learn as much as possible about one another during this first interview, keeping the focus on mission and ministry. To help you do so:

- A. Avoid lengthy one-on-one conversations by rotating the responsibility for asking various questions which have been prepared in advance.
- B. Give the candidate an opportunity to ask questions about the congregation.
- C. Follow a well-prepared agenda with opportunities for breaks, refreshments, and dialogue.
- D. Provide each committee member with a rating or evaluation instrument on which to record their impressions of the candidates.
- E. General information regarding compensation may be discussed as part of the interview. It is best not to get into detailed discussion until the candidate is a finalist. At that time, details should be thoroughly discussed, with the Council involved as well.



INTERVIEW PROCEDURES AND SAMPLE AGENDA

To allow ample opportunity to become acquainted, it is recommended that the time together include:

- A tour of the church grounds and neighborhood (Note availability of housing and costs; schools; child care services; public services; etc.)
- A meal with the candidate (and family, if applicable)
- Time with staff members (remind about confidentiality).

Many Call Committees schedule interviews over a twenty-four hour period for those coming from a distance. If at all possible, motel and the use of a car should be provided. All expenses (including meals and mileage for candidates near-by) are the responsibility of the congregation. Flights can be arranged to obtain maximum savings whenever possible.

SAMPLE AGENDA:

5 minutes	Opening Prayer - Scripture by Committee member
10 minutes	Introductions: Committee members identify themselves, occupations, church activities, etc.
60 minutes	Questions of the candidate by the committee.
5 minutes	Stretch break (keep refreshments available continuously to avoid long breaks.)
30 minutes	Candidate's opening statement and questions
15 minutes	Final questions or comments by the committee or candidate; notification of when the candidate can expect to hear a progress report; closing prayer by the candidate.

EVALUATION OF CANDIDATES

After completion of the initial interviews with the nominated candidates, the Call Committee will meet to determine its next steps. The Synod Staff is available for consultation during this process, if needed.

In the midst of profiles, telephone calls and interviews, it is possible to get so caught up in procedures that something important is lost sight of: this is God's Call! The Holy Spirit is calling the pastor and congregation to be together in mission and ministry. Thus, the basic question is always, "Is the Holy Spirit calling us into partnership with this person?"

- A. Discern which candidate (s) best match the priorities for mission and ministry of the congregation. (See pages 2 and 3 of this Exhibit).
- B. If none seem to be a good match, contact the Synod Staff for further assistance.
- C. Sometimes, the Committee will realize that earlier interviews were handled differently from later ones. Especially in those cases, a second interview is advisable.
- D. After all that, if more than one still seems good to the Committee, another set of interviews may be arranged.
- E. Additional information may be gathered by asking the candidate (s) for additional references relative to specific ministries. Confidentiality and courtesy are important.
- F. Finally, one candidate will be chosen who best matches. A second interview may be needed to give both parties an opportunity to ask follow-up questions and to discuss specific details regarding the call.
- G. It is appropriate, as soon as such a decision is made, to notify candidates who have been interviewed, but will not receive further consideration. A personal letter should be sent, with the synod staff person copied. (See Exhibit II-7.)



EXHIBIT II-6
(page 2 of 3)

SAMPLE INTERVIEW EVALUATION OF A PASTORAL CANDIDATE

I. THEOLOGY

- How will this pastor's theology address the spiritual needs of this congregation?
- Does he/she understand the mission of the church?

II. MINISTRY

- What specific skills does this pastor have that address the ministries identified in our Ministry Site Profile?
- Look at experience, training, and education in these areas.
- Does he/she have a vision and skills for evangelism and outreach as well as pastoral care?
- Does he/she understand the community?

III. LEADERSHIP/PASTORAL STYLE

- Was I comfortable with the candidate?
- Will he/she relate to the members of this congregation?
- Did this candidate work well with us as a Call Committee?

IV. PROFESSIONAL GROWTH

- Has the pastor had opportunity for professional growth?
- How has it affected his/her understanding of the ministry?

V. PASTOR AS PERSON

- How does the pastor care for himself/herself?
- Does the pastor's basic work orientation fit the needs and rhythm of our parish life?

EXHIBIT II-6
(page 3 of 3)

A PROCESS FOR DECIDING ON A CANDIDATE FOR CALL

A. REMINDERS

1. Emotions are real and OK...and... decisions deserve the light of rationality as well.
2. Differentiate between “personal attractiveness” and “professional (including personal) competence.”
3. Mission and ministry are key items, with the ability to stimulate and do both.
4. Pay attention to strengths. Weaknesses are present in everyone. If they overwhelm, then pay attention.

B. ASK YOURSELF SOME BASIC QUESTIONS:

1. Is the person theologically sound?
2. Does the person demonstrate maturity of faith and leadership?
3. Is the person concerned for people? Inspire trust?
4. What strengths are most important for our church?

C. PROCESS

1. Rank order the candidates (1 being top)
 - a. the order I think best for my pastor
 - b. the order I think best for the people of my congregation in general
 - c. the order I think best for this congregation for the next ten years
2. Total the numbers - pick the one with the lowest total, and write down 2 or 3 reasons why you want to advocate that candidate.
3. Each committee member may advocate their candidate for up to 3 minutes if they desire.
4. Take a straw vote (not an official ballot). Review and discuss the results.
5. Entertain a motion. Options include:
 - a. To recommend a candidate
 - b. To eliminate one or more from further consideration, and seek more information on one or more others.
 - c. To eliminate all and seek new recommendations.
6. See Exhibit II-9 for guidelines in presenting the selected candidate to the Church Council.

NOTE: The Call Committee brings its recommended candidate to the Council. Approval of a motion to recommend a candidate to the congregation normally requires a 2/3 majority of the entire council (present or not), unless your constitution specifically dictates otherwise.

EXHIBIT II-7

SAMPLE LETTER TO CANDIDATES NOT RECOMMENDED FOR CALL

Dear Pastor Smith,

On behalf of the Call Committee of _____ Lutheran Church, I would like to thank you for your willingness to be considered as a candidate for the position of (Senior) (Associate) Pastor. We were impressed by your fine record and sample sermon.

(You may wish to go into more detail of strengths and areas of concern)

At this time, we have chosen another candidate to recommend to our congregation. The choice was difficult because of the quality of the candidates recommended to us. We wish you blessings upon your continued ministry.

Sincerely,

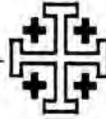
Jane Doe, Chair
Call Committee

Letter of Call:
STEPS IN COMPLETING THE CALL FORM

A letter of Call is an important document. It is based on the standards established for ordained ministers of the Evangelical Lutheran Church in America. It signifies the mutual relationship and commitment established for the pastor and congregation through the Letter of Call. It also sets forth the provisions that pertain to the service of an ordained minister under a particular call.

For these reasons, a Letter of Call should be prepared with great care and issued with prayer and due discussion, after necessary consultation with the Synodical Bishop or members of the Bishop's Staff.

NOTE: Do not retype the Letter of Call in your own format. Call the Synod Office for the **official** "Letter of Call."



LETTER OF CALL

TO AN ORDAINED MINISTER OF THE EVANGELICAL LUTHERAN CHURCH IN AMERICA

IN THE NAME OF THE FATHER,
AND OF THE SON, AND OF THE HOLY SPIRIT. AMEN.

Pastor John Doe

With prayer for the guidance of the Holy Spirit to do God's will,

First Lutheran Church

a congregation of the

Southwest California Synod

of the Evangelical Lutheran Church in America

meeting on

January 24, 2007

extends to you this call to serve as

Pastor, Associate Pastor, Assistant Pastor

We call you to exercise among us the ministry of Word and Sacrament which God has established and which the Holy Spirit empowers: To preach and teach the Word of God in accordance with the Holy Scriptures and the Lutheran Confessions; to administer Holy Baptism and Holy Communion; to lead us in worship; to proclaim the forgiveness of sins; to provide pastoral care; to speak for justice in behalf of the poor and oppressed; to encourage persons to prepare for the ministry of the Gospel; to impart knowledge of the Evangelical Lutheran Church in America and its wider ministry; to endeavor to increase support given by our congregation to the work of our whole church; to equip us for witness and service; and guide us in proclaiming God's love through word and deed.

In accepting this call, you hereby promise to fulfill this pastoral ministry in accord with the standards and policies for ordained ministers of the Evangelical Lutheran Church in America. Therefore, be diligent in the study of Holy Scripture, in use of the means of grace, in prayer, in faithful service, and in holy living.

With this call, we pledge our prayers, love, esteem, and personal support for the sake of the ministry entrusted to you by God and for our ministry together in Christ's name. Specific responsibilities, compensation, benefits, and conditions of this call are contained in a document related to this call.

In testimony of this call, we have subscribed our names on behalf of the congregation on this *24th* day of *January*, A.D. 2007

President's Name (signature)

President

Secretary's Name (signature)

Secretary

Attested by *Bishop Dean W. Nelson (signature)*

Bishop of the *Southwest California Synod*

Date of bishop's signing *January 30, 2007*

A Letter of Call from a congregation signifies an ecclesiastical action. The call of a congregation, when accepted by an ordained minister, constitutes a continuing mutual relationship and commitment, as defined by +S14.13. in the Constitution for Synods of the Evangelical Lutheran Church in America and in *C9.05. of the Model Constitution for Congregations.

As specified in churchwide constitutional provision 7.41.: “Letter of call to pastors as ordained ministers of this church or properly approved candidates for this church’s roster of ordained ministers shall be issued in keeping with this church’s constitutions, by laws, and continuing resolutions as well as policies regarding such calls...” To serve under call in the Evangelical Lutheran Church in America, an ordained minister must possess a properly issued and attested letter of call.

If a call is issued for a term, that condition must be stated on the call form, as provided by churchwide bylaw 7.41.11. and S14.18. in the Constitution for Synods. List this condition in the Letter of Call in relation to the position for which the call is being issued.

+ + +

COMPLETION OF RELATED FORM:
“DEFINITION OF COMPENSATION, BENEFITS,
AND RESPONSIBILITIES OF THE PASTOR”

First Line: Prepared by (type name and address of congregation)
Second Line: for the Reverend (Type name of pastor)
Third Line: for the period: (Type duration —beginning and end)

A. COMPENSATION

Line A.1.: List salary (including cash housing allowance, if any).

Line A.2.: List dollar amount of housing beyond base salary. Designation of the percentage of salary devoted to housing allowance must be done in an annual resolution of the congregation council, recorded in the council’s minutes. The individual pastor is finally responsible for any tax implications of the housing allowance.

Compensation does not include every expense or benefit connected with a particular ministry.

Line A.3.: List dollar amount of any payment allowance (*if provided*) for “Self-employed Social Security.”

Line A.4.: If parsonage is provided, consider costs of a utilities allowance (*if any*) or the other allowances (*if any*).

B. PENSION AND OTHER BENEFITS

The Pension and other Benefits Program of the Evangelical Lutheran Church in America has been established to provide the pastor with retirement, disability, survivor, and medical-dental coverage.

Line B.1.: ELCA Pension at (Fill in percentage based on current requirements of the plan and the policy of the synod for call) %

Line B.2.: Sponsorship will include medical-dental coverage (*where applicable*) for the pastor's spouse and children unless they have other employer-provided group medical insurance and the pastor consents to waiting medical-dental coverage for them under the ELCA Pension and Other Benefits Program.

Line B.3.: List amounts of any other insurance or benefits.

C. AGREEMENT

Line C.1.: Enter vacation time: Normally four weeks per year encompassing four Sundays is provided.

Line C.2.: Enter time for continuing education: Normally recommended are two weeks per year, including Sunday, coordinated with funding for it. This may be accumulated up to three years.

Line C.3.: Disability leave provision are coordinated with the ELCA Pension and Other benefits Program.

To be provided is up to two months of continued salary, housing, and contributions to the pension program in a 12-month period.

Provision may be made for future unpaid time for disability recovery as agreed by the congregation, but with the stipulation that unused accumulated sick leave will not be compensated at the end of the call.

Line C.4.: Where applicable, parental leave is noted.

D. EXPENSES

Expenses are not part of the pastor's compensation. Rather, these items represent payment of costs related to the carrying out of this ministry.

Line D.1.: Automobile expenses may be covered by a specified total annual amount or on an actual recorded mileage basis.

Line D.2.: Indicate amount (*if any*) to be provided for other professional expenses, such as a theological books and periodicals allowance.

Line D.3.: Coverage of expenses for official meetings of the Synod is required

Line D.4.: Indicate amount provided for continuing education.

Line D.5.: List other items and amount to be provided for them.

Line D.6.: Define arrangements and reimbursements for moving expenses. Moving expenses normally are paid in full by the calling congregation.

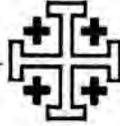
E. OTHER PROVISIONS

A description of the particular responsibilities of the position may be attached or a list may be included here indicating the areas to which the pastor will give special attention and the ways in which the congregation will offer encouragement.

SIGNATURES

Normally, the president or vice president of the congregation and the secretary of the congregation sign the document.

When accepting the agreement, the pastor signs the document.



LETTER OF CALL

TO AN ORDAINED MINISTER OF THE EVANGELICAL LUTHERAN CHURCH IN AMERICA

IN THE NAME OF THE FATHER,
AND OF THE SON, AND OF THE HOLY SPIRIT. AMEN.

First and last name

With prayer for the guidance of the Holy Spirit to do God's will,

Congregation & Location

a congregation of the

Synod Name

of the Evangelical Lutheran Church in America

meeting on

Date

extends to you this call to serve as

Title of position, such as pastor, associate pastor, assistant pastor

We call you to exercise among us the ministry of Word and Sacrament which God has established and which the Holy Spirit empowers: To preach and teach the Word of God in accordance with the Holy Scriptures and the Lutheran Confessions; to administer Holy Baptism and Holy Communion; to lead us in worship; to proclaim the forgiveness of sins; to provide pastoral care; to speak for justice in behalf of the poor and oppressed; to encourage persons to prepare for the ministry of the Gospel; to impart knowledge of the Evangelical Lutheran Church in America and its wider ministry; to endeavor to increase support given by our congregation to the work of our whole church; to equip us for witness and service; and guide us in proclaiming God's love through word and deed.

In accepting this call, you hereby promise to fulfill this pastoral ministry in accord with the standards and policies for ordained ministers of the Evangelical Lutheran Church in America. Therefore, be diligent in the study of Holy Scripture, in use of the means of grace, in prayer, in faithful service, and in holy living.

With this call, we pledge our prayers, love, esteem, and personal support for the sake of the ministry entrusted to you by God and for our ministry together in Christ's name. Specific responsibilities, compensation, benefits, and conditions of this call are contained in a document related to this call.

In testimony of this call, we have subscribed our names on behalf of the congregation on this *Date* day
of *Month*, A.D. *Year*

President's signature

President

Secretary's signature

Secretary

Attested by *Bishop's signature*

Bishop of the *Synod's Name*

Date of bishop's signing *Month, Date, Year*

DEFINITION OF COMPENSATION, BENEFITS,
AND RESPONSIBILITIES OF THE PASTOR

Prepared by _____
for the Reverend _____
for the period: _____ to _____

A. COMPENSATION

The congregation will provide the following annual compensation:

- 1. Base Salary \$ _____
- 2. Housing Allowance (if provided) \$ _____
- 3. Self-employed Social Security payment allowance (if provided) \$ _____
- 4. If a parsonage or other housing is provided:
 - a. Utilities allowance \$ _____
 - b. Furnishings allowance \$ _____
 - c. Housing equity allowance \$ _____

B. PENSION AND OTHER BENEFITS

The congregation will sponsor the pastor in the Pension and Other Benefits Program of the Evangelical Lutheran Church in America, which provides retirement, disability, survivor, and medical-dental coverage. (Sponsorship will include medical-dental coverage for the pastor's spouse and children unless they have other employer-provided group medical insurance coverage and the pastor consents to waiving medical-dental coverage for them under the ELCA Pension and Other Benefits Program.)

- 1. ELCA Pension at _____% of defined compensation
- 2. ELCA Medical-and-Dental Insurance (check one below):
 - a. Member only
 - b. Member and spouse
 - c. Member and children
 - d. Member, spouse, and children
 - e. Coverage waived
- 3. Other insurance or benefits: _____ \$ _____
_____ \$ _____

C. EXPENSES

The congregation will provide for the following expenses related to this pastor's ministry.

- 1. Automobile and travel allowance \$ _____
- 2. Other professional expenses \$ _____
- 3. Expenses for official meetings of the synod, as reimbursed
- 4. Continuing education (\$1,000 recommended; minimum \$700 from calling source) \$ _____
- 5. Other (_____ \$)
- 6. Pay the moving expenses to this field of service as follows: _____

D. AGREEMENT

- 1. Vacation time of _____ per year, including _____ Sundays;
- 2. Continuing education time of _____ weeks per year (recommended minimum of two weeks per year that may be accumulated up to three years, as reflected in a continuing-education agreement developed by the pastor and congregation council);
- 3. Participation in a First-Call Theological Education Program, where applicable;
- 4. Ongoing care through a Mutual Ministry Committee;
- 5. Up to two months of continued salary, housing, and contributions to the ELCA Pension and Other Benefits Program in a 12-month period in the event that the pastor is physically or mentally disabled; and
- 6. Where applicable, parental leave up to six weeks with full salary, housing, and benefits.
- 7. Provide a Sabbatical according to congregation policies.

* Provision may be made for further unpaid time for disability recovery as agreed by the congregation, but with the stipulation that unused accumulated sick leave will not be compensated at the end of this call.

A description of the particular responsibilities of this position may be attached to this "Definition of Compensation, Benefits, and Responsibilities."

▶ OR THE FOLLOWING MAY BE COMPLETED ◀

E. OTHER PROVISIONS

Special emphases of the pastor and special encouragement by the congregation:

1. During this time period, the pastor will give special attention in ministry to the following:

- (a) _____
- (b) _____
- (c) _____
- (d) _____
- (e) _____

2. The congregation will encourage this pastor's ministry in the following ways:

- (a) _____
- (b) _____
- (c) _____
- (d) _____
- (e) _____

F. OTHER MATTERS

(Such as accountabilities, service on synodical or churchwide boards and committees, work in church-camp programs, or other such details) _____

We, the undersigned, certify that the necessary approvals of the congregation and congregational council have been granted for the provisions set forth above.

Congregation President

Council Secretary

Date: _____

I certify that I accept the above statement:

The Reverend _____ Date of signature: _____

NOTE: Retain original in records of the congregation. Make a copy for the pastor. As a matter of information, send a copy to the synodical office. A description of the particular responsibilities of this position may be attached to this "Definition of Compensation, Benefits, and Responsibilities."

(Revised September 18, 2009)

EXHIBIT II-9

RECOMMENDATION OF CANDIDATE TO THE COUNCIL

- A. Notify your Synod staff person regarding recommended candidate, and probable time of congregational meeting. At this time, discuss details of the compensation statement, questions about the process, and constitutional issues, if any.
- B. Determine if your constitution requires council approval of the call committee's recommendation. Council review is highly desirable, even if approval is not required. Normally, this review would occur after the Call Committee's decision and before the candidate is introduced to the whole congregation.
- C. Prepare materials to describe to the Council the recommended candidate:
 - 1. Background information, such as:
 - a) a brief resume of the candidate's past ministries and ministry skills, personal and pastoral "style", and vision for the church.
 - b) an audio-taped message of introduction and greeting from the candidate. If available, a quality video-taped message could be presented.
 - 2. Rationale for this candidate, including:
 - a) how this candidate's pastoral/personal style, vision, and ministry skills will meet the needs of the congregation;
 - b) how the congregation will fulfill the candidate's needs; and
 - c) why the committee believes the Holy Spirit is calling the candidate and congregation to join their ministries.
- D. Present a proposed Letter of Call including the Statement Form, outlining the probable compensation (as previously discussed with the candidate and the Finance Committee.) Assuming favorable council review, information about the candidate and the Letter of Call Statement Form (compensation and support) are prepared for presentation to the congregation. You are urged to discuss the details regarding salary, housing, pension, health, and other allowances with the Assistant to the Bishop for Rostered Mission Leadership before meeting with the Council.

EXHIBIT II-10

NOTIFYING THE CONGREGATION, MEETING THE CANDIDATE

Notify the congregation that a candidate has been selected.

- A. As soon as a candidate is selected and reviewed by the council, a congregation meeting is scheduled. (Consult the constitution regarding procedures for official notice about the "Call Meeting." Most require two announcements at worship and/or ten days written notice. Sometimes, the council must vote to call the meeting.)

Possible forums for the announcement are:

1. Sunday worship services.
2. Newsletter, if due to be mailed soon.
3. A letter to each household.

Any of these should include background information and the rationale for the candidate. Usually, compensation is not shared in advance so that the focus is on ministry rather than finances at this stage.

- B. The Call Committee has the option of inviting the pastor (and family) to meet the congregation in a social setting prior to the day of the congregational meeting. Most congregations want to meet the pastor they will be voting on. Pastors and their families (if applicable) are often eager to meet the congregation and other staff, if any. Several possibilities include:

1. An informal potluck for socializing.
2. Attending a worship service and the refreshment time.
3. Attending Sunday School classes or other group meetings.

Sometimes, the recommended candidate preaches or conducts a brief devotional service during this visit. Care will be taken not to make this a "trial sermon" and/or "congregational interview", since the Call Committee has already made its recommendation. This visit is essentially for getting acquainted.

THE CONGREGATIONAL MEETING

The congregational meeting to “call” the candidate is the culmination of months of hard work by the Call Committee and patient waiting by the congregation. Because of the significance of this meeting, careful preparation and agenda planning are very important. A sample agenda includes:

1. Take attendance and makes sure a quorum is present. (Check your constitution for the quorum required.) Appoint tellers to count votes.
2. Open with devotions, seeking the leading of God’s Holy Spirit. If held immediately after a worship service, a brief scripture reading and prayer are adequate.
3. The candidate should be described along with the rationale for the recommendation. Involve as many people in the presentation as possible. Include such things as:
 - a. A review of the Ministry Site Profile describing the congregation, it’s vision, values and priorities, and the resulting qualities sought in a pastor.
 - b. A forthright description of the candidate, along with individual statements of why each believes this pastor to best fit the future needs of the congregation.
 - c. A description of the process used to arrive at the recommendation.
 - d. A review of the proposed compensation statement (presented in writing)
4. Invite questions from the floor.
5. Read the motion and second from the Call Committee to call the candidate with the recommended compensation package. Distribute written ballots and pencils in advance, with tellers prepared to collect, count and report. A 2/3 majority is required to pass the motion.
6. The tellers' report will be made by the Council president. If the motion passes, you will proceed to the next agenda item (#8 - ministry review vote).

EXHIBIT II-11
(page 2 of 3)

7. If the motion falls, a time of discussion (before adjourning with prayer) is in order. During that time, it would be helpful to hear:
 - a. Why people think the vote failed.
 - b. Explanation of the process to be followed. (The Call Committee will meet with the Synod representative to discuss the reasons for the vote, potential candidates, including any already interviewed, and the time frame for another congregational vote on a candidate.)
8. If the motion passes, a motion and second are made regarding the six to nine month mutual ministry review, with a voice vote. A simple majority is required to pass the motion.
9. The meeting is adjourned with prayer.

The Call Committee chair should telephone the candidate immediately about the results. If a call has been extended, the Council president should see to the completion of the Call Form, including appropriate signatures, and send it to the Bishop immediately.



SUGGESTED WORDING OF ACTIONS REQUIRED AT THE CONGREGATIONAL MEETING

1. TO CALL: By written ballot. Vote requires 2/3 majority of those present, assuming a quorum. (If a term call, be sure specifics are included.)

“The Reverend _____ be called to be pastor (or senior pastor/associate pastor/co-pastor) of (name of congregation) in (city, state).”

- A) “The salary and compensation package offered Pastor _____ to be as follows:

- B) The details regarding annual vacation time, continuing education time and financial assistance, and moving expenses should be clearly and specifically described.

“All moving expenses will be paid by the congregation,” or “The congregation will pay up to \$_____ for moving expenses.” “Allotted vacation time is _____, and allotted continuing education time is _____, with financial assistance of \$_____ per year.”

AFTER THE CALL IS ISSUED

A. WHAT IF WE ARE TURNED DOWN?

Call the Bishop's office whenever you have received an answer, positive or negative. If you are turned down, you will want to discuss what happened and begin the process again at the most appropriate point. That may mean a new candidate or two. It may mean returning to an earlier candidate, though that requires some careful consideration. Feelings need to be honored, and action needs to await a time of calm and clear thinking. Remember, there is always an open future in Christ.

B. WHAT IF THE PASTOR WANTS TO DELAY COMING?

Sometimes local considerations make it difficult for a candidate to leave with the normal 30-60 days after accepting. Arrival times are negotiable, with many factors to be considered. A few weeks one way or the other are not a lot when you look forward to many years together.

C. HOUSE HUNTING, MOVING AND SETTLING IN

Normally, candidates will have had a chance to preview the parsonage, if there is one, or available houses if there is not. That often happens as part of the "Meet the Congregation" visit or during an interview. If not, it is important to assist the candidate (and family, if any) in that search. You may be able to indicate where good schools, shopping, and housing values are. Congregations specify moving expense reimbursement in the call. There are some companies which will give a discount to Lutheran clergy, but they are not automatically the best.

Congregations often ask whether there is an official moving company of the ELCA. While the ELCA endorses no moving company, its Department for Human Resources has arranged for a cost-effective, quality moving package that is available to congregations. For staff of ELCA congregations, synods, seminaries and agencies, this package offers substantial discounts, computerized tracking, 24-hour toll-free hotline and centralized claims assistance.

This opportunity is not meant to draw congregations away from companies owned and operated by ELCA members, but to serve congregations without access to such companies. To find out about the ELCA Advantage Program Contact:

- 1) ELCA/GRAEBEL Customer Service Coordinator at 800-373-6401 or available on line at:
<http://www.graebel.com/public/elca.htm>
- 2) Clergy Move Center Counselors at 800-248-8313 or on line at:
www.Stevensworldwide.com/elca
- 3) ELCA Home Benefit (Moving Mortgage & Real Estate Service Counselor)
800-823-0646 or on line at: [www.http://elca.org/myhomebenefits.com/](http://www.elca.org/myhomebenefits.com/)

EXHIBIT II-12 **(page 2 of 2)**

MOVING AN SETTLING IN (continued)

While it is tempting to save money by “doing it yourself,” that is usually not a good practice. Prorating the moving costs over the years makes it cost effective for most congregations to authorize the candidate to choose a professional moving company. Special offerings during the vacancy period can be received to cover the moving costs if a reserve fund has not been included in prior budgets. While these transitions are happening it is important for your new pastor to feel welcomed and wanted. Notes and cards of greeting are appropriate.

Assure the candidate of time to move and settle in. Effectiveness will be enhanced in the long run, and attitudes will be positive. Usually a full week is necessary to unpack, get utilities hooked up, find the stores, doctors, dentists, hospital, schools, etc. You can help by offering lists of addresses for each of these whom you feel to be reliable and worthwhile. You may also offer to prepare meals, baby-sit, house the pastor/family until furniture and utilities are in place, etc. depending on the needs.

Be sure the pastor’s office has been cleaned, and that all signs have been updated with appropriate name changes. Often, stationary and calling cards can be ordered and in place if discussed in advance with the candidate.

D. INSTALLATION AND WELCOME

A date and time for the installation can be set up in advance. **CONTACT THE BISHOP’S OFFICE TO CLEAR DATES FOR INSTALLATION**; then call the Conference Dean. It is usually the new pastor’s prerogative as to invitation of a preacher. Your new pastor may also want to designate the offering at installation for a special cause. If the called pastor prefers not to conduct worship until she/he is installed, arrangements may need to be made with the interim or supply pastor until the installation takes place.

Welcome events take many forms: a canned and paper goods shower, dinner invitations for the first week, potluck luncheon and introductions after the first service, refreshments and reception after the installation, a series of “cottage meetings” in members’ homes over the first several months, etc.

Introductions should be arranged for the pastor to area clergy (councils or churches, Clergy Associations, Conference/Coalition, neighborhood churches, etc.) and to community leaders as soon as possible.

Take time at the first Council meeting to “get better acquainted”, likewise at committee meetings. Name tags and repeating names at the door on Sunday for several months will help too.

STAFF SUPPORT

Caring for care-givers is a ministry that congregations can provide their pastor (s). The ELCA suggests that each congregation have a Staff Support Committee through which care and support of the pastors can take place. The Synod office has a booklet as a resource in setting up such a committee.

EVALUATION OF OUR MINISTRY

Evaluation is a normal process and is scheduled for 6 to 9 months after the installation and annually thereafter. The focus should be on the ministry of the congregation and pastor. Conflicts are reduced and effective ministry enhanced when mutual expectations are clearly discussed. (See Exhibit 1-15)

CONTINUING EDUCATION AND SABBATICAL

1. Continuing education is an important time of renewal and learning for a pastor. The ELCA recommends two weeks annually for this purpose. Information about continuing education is found in The Staff Support Committee manual previously published by the ELCA but can be obtained from the Synod Office.
2. More and more congregations are encouraged by mutual benefits of a specified period of time “away” periodically. One suggestion is an extra three months (often in the summer) for each 7 years of continuous service. The sabbatical is used for renewal through travel, study, or engaging in some new and different activity in addition to normal vacation and continuing education time. Sabbatical guidelines are listed on the Southwest California Synod website: www.socalsynod.org/docs



EXHIBIT II-13
(page 2 of 2)

6 - 9 MONTH MINISTRY REVIEW

(To be completed by Council and/or Staff Support Committee. A copy may be sent to the Synod Office.)

Congregation: _____ Pastor: _____ Date: _____

Reflections on our ministry:

1. A time of joy was...
2. The most difficult aspect of the start-up has been...
3. A specific instance in which the Council supported the Pastor...
4. A time when the Council could have been more supportive of the Pastor...
5. A time when the Pastor could have provided stronger support for the Council or a committee...

Checking the vital signs:

1. How are we doing in:
 - a) Worship attendance
 - b) Programs
 - c) Care of members
2. How is our stewardship looking?
3. What is the congregational climate?

Looking ahead to next year:

1. Are there changes or adjustments that need to be made? What are they? By whom?
2. Two specific steps we can take to strengthen our mutual ministry as Pastor and Council: