Guide to Pastoral Search and Call

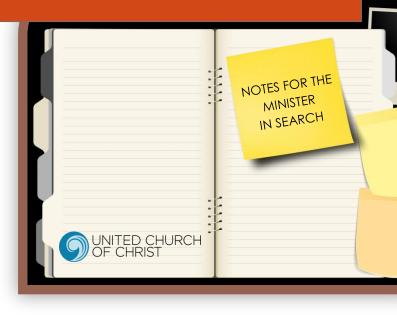


TABLE OF CONTENTS

There are four guides to accompany search and call processes:

- 1. Notes for the Local Church
- 2. Notes for the Intentional Interim Minister
- 3. Notes for the Supply Minister
- 4. Notes for the Minister in Search

Each guide overviews the practical work of transition, the faithful work of discernment, and the ethical expectations for a fair and honest search process. Liturgical and logistical tools are suggested as well.

This guide is for you if you are a minister or candidate for authorized ministry, seeking a settled or designated-term pastorate in the United Church of Christ. The starting place for your search and call process is the guidance of the Living God, discerned within you and around you. Information on search and call can be gleaned through the review and use of several resources: the *Call Agreement Workbook* for Scope of Work expectations; *UCC Ministry Opportunities* website for position listings; the *UCC Ministerial Profile* for eligibility to engage in search and call; and the *Local Church Profile* for details on particular churches.

UNDERSTANDING POLITY AND PROCESS

The conference has a key role in sharing validated UCC Ministerial Profiles and supporting the work of a local Search Committees. Based on the position listings at *UCC Ministry Opportunities*, you can ask a conference to send your profile to any searching church. Pastoral positions are organized into four categories:

 SETTLED PASTOR: a called position intended for longerterm ministry in which the minister moves church

- membership to the congregation served and moves standing to related association
- INTENTIONAL INTERIM PASTOR: a called position for a 0 temporary term of congregational preparation for a settledpastor search, in which the minister does not typically move church membership to the congregation served or move standing to the related association
- DESIGNATED-TERM PASTOR: a called position for a designated time period for a defined purpose, in which the pastor may move church membership to the congregation served and may move standing to the related association
- SUPPLY PASTOR: a temporary position in which the pastor does not move membership to the congregation served or move standing to related association

You will need an account in the Ministerial Profile Portal to develop a Snapshot and a Ministerial Profile, and you will need an understanding of UCC covenants and polity. Research conference compensation guidelines as you consider the regions in which you might search. Use a document to track prospects, communications, and decisions (such as the "Organizing for Search and Call" outline at the end of this guidebook). Remember that search and call is a spiritual process just as much as it is an employment prospect, and you are opening yourself to discernment that will unfold across months or years. Seeking a place for ministry is sacred work.

PREPARING TO SEARCH

Ask a few people to talk and listen with you during your search process. Choose people who know you well and are not part of your current/future setting for ministry. With these conversation partners and on your own, use resources such as the Discernment Travelogue for grounding and illumination. Practice prayer and Scriptural reflection:

PREPARING FOR THE SEARCH

Read 1 Kings 3:3-14.

Before Solomon was ready to begin leading the people of Israel, God appeared to him in a dream and asked a simple question: If Solomon could have anything, what would he request from God?

This was Solomon's chance to dream big – to ask for wealth, a long life, stability, or success. He could have asked for power over his enemies.

Instead Solomon responds humbly to God, saying, "I am only a little child – who can govern this people?" The one thing Solomon asked for was wisdom, an understanding mind, and God was pleased to grant his request.

What dreams do you have? Where is your longing or God's guidance being expressed in those dreams?

Of all the spiritual gifts God may be ready to give you, which one would you ask for right now?

How do you practice discerning what is right?

Consider your criteria for decision-making in the search for a pastoral position. In any position and context where your gifts might be put to good use, what are the essential criteria you imagine with your heart and mind and soul? Develop a rating scale for yourself to help you say "No" or "Yes" to various possibilities. Make a list of the questions you (and any partners/dependents) need to answer before accepting a call, to trust the Holy Spirit's guidance and provision.

Prepare yourself to be a professional representative of ministry in the United Church of Christ at all times in the process of preparation, correspondence, and interviews during your search. Reacquaint yourself with the standards of the ministerial vocation, using resources such as *The Marks of Faithful and Effective Ministry* and the *UCC Minister's Code*.

Many ministers carefully shape their internet presence – from sermon videos to tweets, from public letters to the editor to personal websites - all of which can be linked through the UCC Ministerial Profile as supplemental materials. Prepare, review and edit your online content thoughtfully, partnering with others if necessary who can provide useful technology tips.

Two elements are essential to the search process and significantly shape the beginning of a relationship between pastor and church: the UCC Ministerial Profile and the Local Church Profile.

- The UCC Ministerial Profile: Invite three persons to write references on your behalf for the profile. In addition to providing written references, these three will eventually receive phone calls from churches with whom you are interviewing. Anticipate the timing and cost of the criminal background check that accompanies your UCC Ministerial Profile. The criminal background check is valid for 18 months and may need to be renewed during your search. Churches should reimburse the background check cost to the individual who is ultimately called as a result of the search.
- The Local Church Profile and online church listing: Prayerfully browse churches' self-descriptions as posted on UCC Ministry Opportunities. Consider the labor they are experiencing, and give thanks for the laborers. Read Local Church Profiles, when they become available to you. Pay attention to what aspects of a profile excite you ... and which sections are least compelling. What gifts and possibilities do you read in a profile? Which parts

seem lackluster? Is information missing? Where you have questions, consider how to frame your questions for interviews. Listen for the stirrings in your heart as you reflect on a church's response to God's call, who they are, and who their neighbors are.



For a settled pastor position, your interviews will be with a Search Committee. For a designated-term position, you may find yourself interviewing with a Governing Body instead of a Search Committee, with a fewer number of interviews. Processes of congregational vote remain the same.

ENTERING THE SEARCH

CLAIMING IT

Ministers accept a vocation that demands a great deal of confidence and a great deal of humility at the same time. In the search process, you confidently put yourself forward for organizational leadership, claiming an ability to interpret divine ways. At the same time, through the search process you offer yourself humbly for the discernment of others and as a servant of Christ within community. Who are your role models in this audacious work?

Read Luke 1:26-38: 1:46-55.

Marianne Williamson wrote, and Nelson Mandela once quoted: "Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. You are a child of God. [P] laying small does not serve the world. As we let our own light shine, we unconsciously give other people permission to do the same. As we are liberated from our own fear, our presence automatically liberates others."

Some see Mary, who recognized her own humanity yet sang of power and glory, as a model for stepping forward today into the places that God-bearers need to go - a model of courage without hubris.*

Why not talk to the angels?

What makes the impossible possible?

Whose needs will be met and whose strength will be important for the way ahead?

> *See Cynthia L. Rigby, Blessed One: Protestant Perspectives on Mary (Westminster John Knox Press, 2002).

Online tools will be essential for your search, including the Snapshot and the UCC Ministerial Profile, both of which are created in the Ministerial Profiles Portal (at https://uccprofiles.ucc.org). Those who may have an account in the Profiles Portal are: a Member in Discernment who is on record in the UCC Data Hub, a UCC authorized minister, an ordained minister with Privilege of Call, or an Ordained Ministerial Partner recognized by an association as "seeking standing."

Similar to an online business card, a Snapshot is created for UCC conference staff to quickly view your gifts, skills, and availability. Conference staff often recruit ministers through the Snapshot database for designated-term, intentional interim, and supply pastor positions that may or may not be posted at UCC Ministry Opportunities. The public listing of positions reflects the provisions

in the UCC Constitution and Bylaws for "open search," which is further fulfilled by conference staff circulating UCC Ministerial Profiles as you request it.

What are your channels for networking? Where can you help others network to find their best use of gifts and skills as given by God for the building up of the church?

United Church of Christ calling bodies are expected to use the UCC Ministerial Profile when seeking and employing UCC authorized ministers,



because the profile attests to ecclesiastical oversight. If there are oversight issues that need to be addressed by the association, a conference will not validate a drafted ministerial profile. If oversight issues arise while a validated profile is circulating, the conference will recall the profile. No one may circulate their own profile; to do so is considered a breach of ethics and covenantal relationships. Your validated UCC Ministerial Profile comes to Search Committees through the conference. Non-UCC ministers seeking to serve a UCC church must also work through the conference so that ecumenical agreements can be honored and credentials can be verified with the ecclesial bodies that authorized those ministers.

Where and how might you serve in various pastoral roles? Where could you potentially relocate?

As you compose your profile, consider the audience to which you are writing: members of local churches. More than theological and professional jargon, they want to read stories of Spirit and practical leadership. Drafting a profile may take several weeks, because it includes not only your own narrative statements, employment history, and self-disclosure, but also references and a third-party criminal background check that includes local, state and federal records. A conference validates a draft profile once they review and verify its information, including current details of employment, complete details of ecclesiastical oversight, and current criminal background check. The UCC Ministerial Profile, once validated, can circulate across conferences.

SFARCHING

Preparation tasks can take a lot of energy. Filling out forms, explaining your vision, clarifying your past - this work can be exhausting! Even though you do not know yet what the future holds, precisely because you do not know what the future holds, your prayerful investment in a process of seeking is essential.

Read Mark 8:22-26.

Once when a person asked Jesus for new sight, they begged for Jesus' touch, but first Jesus drew them away from the village to perform the miracle.

After much anticipation, Jesus laid hands on their eyes but it didn't work! "Can you see anything?" Jesus asked. "I can see people, but they look like trees," came the response. An indistinct vision appeared first. Only after Jesus applied touch a second time, clarity of sight was gained.

Sight is a metaphor in the New Testament for the work of faith. You may find your faith (or at least your patience) tested in the search process. A search can be short or long. It can be linear or winding. It can be clear or confusing. It can be smooth or messy. In short, it can be filled with human beings and mud and saliva.

Meanwhile, the search cannot be everything. You need to keep investing yourself in your present roles. For example, your present ministry setting needs your guidance and faith as much as ever.

For the person in Mark 8:22-26, the decision to wait and try again leads to a long-awaited result. It is a decision that will change their life.

What are you looking for? How is that different from what are you looking at? What might it mean to leave your village to pursue clearer vision, holding Jesus' hand?

With your UCC Ministerial Profile completed and validated, begin to circulate your profile. Compare churches listed on UCC Ministry Opportunities to the list of essentials you created. Be alert to surprises that may teach you something new. Contact conference staff to request that your profile to be directed to particular churches. Communicate with each conference to request the circulation of your profile either to specific churches or to specific types of vacancies.

Once a Search Committee contacts you, keep in contact with the committee. Search committees may choose to move forward with your profile, keep it in reserve, or end consideration of your profile. Be up front and respectful about your decisions when you have reached them.

DISCERNING WITH A SEARCH COMMITTEE

DISCFRNING

Often in life we are faced with the decision, who to choose? The answer depends on the purpose at hand. For what purpose are you choosing a partner: a dance, a kickball team, a barn-raising, ministry?

Read 1 Samuel 16:1-13.

In the story of the prophet anointing Israel's next king, the choice is anything but clear. Samuel thought he was selecting someone for the role of commander. He had the wrong purpose in mind, which is why he almost picked the wrong person. God had a different role in mind, so God chose someone with a musical background and a courageous spirit.

Your professional and faithful ministry could take different shapes in different contexts. Pray that you will keep an open and discerning spirit to the many ways that God may use your gifts in any given place.

As you listen for God's call through conversations with a Search Committee, what are you asking God to reveal?

Which of your skills are needed here? Could you love these people?

Some ministers liken the search process to a dating game, with the end result a marriage match. It is not marriage, however, that brings a minister and church together. The minister and the congregation are

soulmates or help-meets; they are not one-and-onlys. The ministerial relationship is a sacramental journey with people of God, called on a shared path for a season.

Would you and yours be well enough here, to be able to commit to a shared journey?

Each Search Committee can set their own time schedules in reviewing profiles. While you may be contacted quickly by some Search Committees, you may experience a long wait with others. Trust that Search Committees are doing their work and that their conferences are supporting them through the timing of their processes.

Some Search Committees will acknowledge receipt of profiles; others will not contact you unless interested in an interview. If interested in particular ministers based on the profile, Search Committees will contact the minister to arrange an initial interview. At this time (if you have not yet seen it) the Search Committee will share their Local Church Profile with you. Read it with care.

A search committee might prepare interview questions based on the *Marks of Faithful and Effective Authorized Ministers*, based on their past ministry experience, or related to the goals and values reflected in the Local Church Profile. They should ask all candidates the same questions, and allow some time for each candidate to share their



own questions and for dialogue. The initial interview will help the Search Committee develop a list of compelling candidates. A follow-up interview will help the committee confirm feasible candidates for an in-person interview. (For any interview via online video, test your space for good lighting and a clean backdrop, so that your appearance on-screen does not distract the committee. Consider testing your sound and video quality prior to the interview session.)

Select candidates will be invited by the Search Committee for an in-person interview. Travel expenses, as needed, are expected to be borne by the local church. Please steward church resources wisely. Do not accept an invitation for an in-person interview if you have already decided that this potential call would not be feasible for you.

The in-person interview often includes a "neutral pulpit" (or in some conferences, a "private pulpit") for a shared worship experience and preaching by the candidate. A *neutral pulpit* is the worship service and sermon led by the candidate but hosted in a neighboring third-party church. A *private pulpit* is similar but is held at the church involved in the search and is only for the Search Committee, not for the whole community during the regular worship time.

Ask good questions throughout the interview process. Call references listed in the Local Church Profile. Do not wait until the candidating weekend to raise significant issues, questions, or differences. Keep referring to the discernment list you made for yourself previously. Keep in touch with your discernment partners. Keep praying. If you discern your own "No" to a particular opening, be respectful of a Search Committee's time by graciously declining to continue in conversation with the committee, rather than lingering in uncertainty. By the time you accept an invitation for a candidate weekend, you should have one and only one congregation in mind, and be seriously prepared to say "Yes."

SPECIAL NOTE: INTERNAL CANDIDATES

Candidates for a settled position expect to be considered equally during a search. Unfortunately there is no good way for an internal candidate (a candidate who is already on staff with a congregation that lists a position opening) and external candidates to be considered equally by a Search Committee. The best recommendation is that any internal candidate be considered first in the process, after which the search is opened more broadly.

If a church's constitution and bylaws allow for an internal candidate, the Search Committee should proceed as described already, using the Local Church Profile and Scope of Work, reviewing the internal candidate's UCC Ministerial Profile, and holding interviews to discern the match of vision and abilities. If the Search Committee's decision is "No" to the internal candidate, the candidate should plan an appropriate and graceful departure from their staff position. (The Search Committee and governing body can avoid potential conflict by clarifying in advance the potential for both succession and resignation of an internal candidate.)

An internal candidate's application and consideration can be held in confidentiality. If a church needs to change its bylaws to consider an internal candidate, however, a wider conversation throughout the church should be held. The internal candidate is expected to continue to build up the ministry setting through the obligations of their current staff position, no matter what decision the Search Committee reaches.

A designated-term pastor is considered an internal candidate if they choose to apply for a settled position at the conclusion of their term as allowed within their designated-term call agreement.

CONCLUDING THE SEARCH

When the Search Committee's final candidate is clear and in advance of the candidating weekend, the governing body negotiate terms of call, to your will satisfaction and agreement. Refer to the Call Agreement Workbook and to a conference's guidelines compensation for benefit expectations and points for negotiation. Research the cost of living in the area and median income in the congregation.



Look again at the financial information of the Local Church Profile and the 11-Year Report. Consider the financial health and ministry of the congregation over time: staff costs, gifts to mission, ratio of endowment/giving to meet each year's budget, and pledged support for OCWM. How might your negotiated compensation help to position the church to be a thriving work environment and ministry setting for future staff, full-time and part-time, lay and authorized? Work on all of these items collaboratively and prayerfully with the governing body. A drafted call agreement will not be signed until after the congregational vote during the candidating weekend.

NEGOTIATING

uniquely positioned, simultaneously Churches are occupying a place in the world of employment as well as a place in the ecclesial world where "call" and "service" describe the work of ministry. Churches learn about a minister's vocation and job description from materials provided from the United Church of Christ, such as the Scope of Work and The Marks of Faithful and Effective Authorized Ministers.

Read Matthew 20:1-16.

For what compensation can a minister reasonably and rightly advocate? The Scope of Work measures tasks and compensation for full-time, 3/4-time, 1/2-time, and 1/4 time positions; similarly, conference guidelines outline expected compensation according to years of experience and church size.

While these are fair considerations, the Gospel parable speaks of a realm that is anything but fair. Excess and poverty are equally undeserved, contrary to assumptions of New Testament and modern times alike. Instead Jesus valued generous extravagance and a living wage for all.

What can you do to highlight and build generosity as a signature of the Body of Christ?

What are the economic needs of people in the church's local community, and how does your own standard of living relate to those needs?

What can you do to improve workplace conditions for the laborer who comes after you?

The candidating weekend is an opportunity for various groups in the church to meet the final candidate and for the whole congregation to experience worship with the candidate leading and preaching. Throughout the weekend, the Search Committee takes the lead in presenting the candidate as a match to the vision expressed in the Local Church Profile. The final event of the candidating weekend is a congregational vote on the candidate by members in attendance, conducted by the governing body in accordance with church bylaws.

If the congregational vote is affirmative, your acceptance of the call is expected. (This expectation should be established in advance with the Search Committee; candidates have been known to decline a call if the vote is less than 90% favorable.)

Once the call agreement is signed, work with the Search Committee on appropriate timing for announcing your new call, with particular attention to the need to communicate this new call to any settings you currently serve. The Search Committee also supports your efforts to relocate and familiarize yourself with the community. Often the Search Committee forms the initial Pastoral Relations Committee, a group that attends prayerfully to the qualities and habits of shared partnership between minister and congregation.

The governing body's responsibilities during this transition include oversight of proper boundaries with the former pastor and negotiation of terms of call with the new pastor. The governing body will sign the covenant with you and the association (Three-Way or Four-Way Covenant), support your transfer of standing if needed, and assist the association with the installation service. Any required newemployee screening (such as finger-printing in the state of Pennsylvania) is the responsibility of the governing body to communicate to you.

ENTERING A NEW MINISTRY POSITION

When you begin a new position of pastoral ministry, be intentional in healthy establishing habits and ecclesial relationships. Say hello to the association. Arrange to move your membership to your new church, and work closely with the association to complete a three- or a four-way covenant and plan installation service. Transfer your ministerial standing if necessary from another association.

Review the packet of materials left by the former pastor and the



intentional interim minister. Give thanks for the work done before your time and pray that you can leave this congregation well when it is your turn, having built up trust and faithfulness in the congregation.

attention to the association's ministerial requirements for continuing education, boundaries training, and ongoing anti-racism training. Submit annual information reviews and participate in ongoing vocation discernment events held by your association. Update a draft of your ministerial profile every three years, with new references and current content. Read and review the Ministerial Code.

Your habits of excellence are vitally important. Professional education, collegial relationships, and ongoing spiritual growth have a direct relationship with the effectiveness of the ministry God will do through you in this place.

SPECIAL NOTE: DESIGNATED-TERM CALLS

The congregation's journey during the designated term will take shape according to the designated purpose of the time. As you enter your work with this congregation, help keep their focus on the stated and agreed-upon goals documented from the Call Agreement Workbook. Jointly plan the assessment of the call no sooner than the date identified in the call agreement. The more clearly written the call agreement, the better the nature of the assessment and the more unified the congregation can proceed into its future.

For example, a term written for three years may be evaluated after the second year. This gives the congregation a chance to experience your leadership, then to choose any of the following: to recommit to the work and another term together, to consider changing the call to become a settled ministry, or to move on from the designated term with a search for a different settled pastor.

As you enter this place of ministry, help promote the importance of wider church relationships and covenantal giving including Our Church's Wider Mission. Be in contact with the association holding the church's standing. Establish collegial relationships and make sure the association knows where your ministerial standing with oversight is held. As appropriate based on the situation, your church membership and standing could move to the congregation served and related association. (If the purpose of the designated-term pastorate involves potential merger or closure, and the call agreement is written to preclude the possibility of a settled pastorate, the association may view this ministry more as they would view intentional interim ministry, with no service of installation.)

For the sake of a church doing significant work during the designated-term period of time, consider naming a group of people as a transition team working closely with you to help the congregation make progress on the named tasks. For example, a church exploring sharing a new ministry campus with two other congregations created a transition team to investigate possibilities, bring information back to the governing body, and plan ways for the congregation to process emotions around a move.

Your commitment and openness to the possibility of a settled call may change during the designated term, as could the church's commitment or discernment of its pastoral needs. Both parties are encouraged to honor a relationship together for the duration of the term stated in your call agreement. Stay in touch with the conference or association staff, monitoring with you the progress made along the direction the congregation has chosen. Encourage the congregation to use the support of the conference when it is time for assessment of the designated-term: its scope, the congregation's accomplishments, and your ministry there.

If the purpose of the designated-term is not clear at the beginning, or if there is no assessment near the end of the term, the congregation may be particularly challenged in a unified decision whether to call you as the settled pastor. Convey best practices to the governing body and Search Committee as to the consideration an internal candidate. Reassure them if the Search Committee decision is no, you will make way as needed for their next chapter to be different and involve different leadership.

If/when your discernment or the church's assessment determines that your pastorate will end, conduct yourself in a professional way so that the church can best prepare for what is ahead. Attend to your own transitions and grief work. With the association, hold an exit interview. Write a letter of good-bye to the congregation naming what was positive and stating the boundaries that you and they will honor. Should the church be preparing for a next minister, prepare a welcome file: member database/directory, church calendar, staff policies and committee leadership info, recent reports/budgets/ planning documents, historical information, sample bulletins, facility map and keys.

TIPS FOR MINISTERS

THINGS I WISH I'D KNOWN IN SEARCH & CALL . . .

"Get a tech buddy for the Snapshot and a reviewer for the Profile. I couldn't do it alone."

"Conferences are all very different. It takes work to keep track of a search across multiple conferences."

"Search committees want to know that you know them, but they do not necessarily tell you their culture."

"I expected search committees to get back to me quickly and treat me like their only candidate. They couldn't. I wasn't."

"I went looking for a certain call, but the more I searched the more open I became. Though it wasn't what I expected, I trust this as God's call."

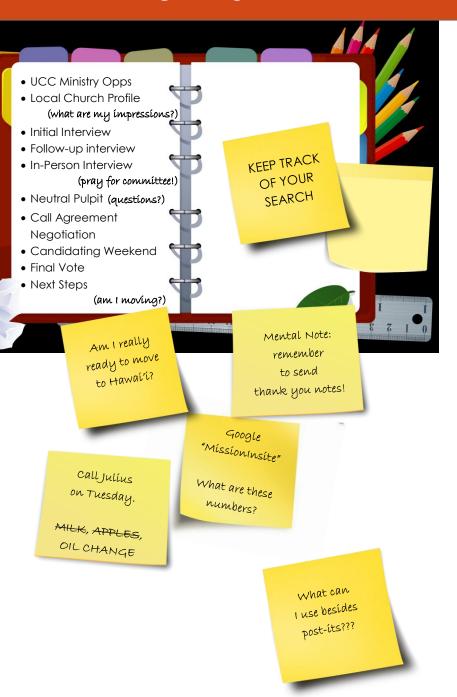
"Because I was so clear on my call and what I wanted, I gave my references clear direction."

"Do not hesitate to advocate for fair and just compensation, for yourself and other employees of the church. General Synod passed a resolution about that."

"I took a break. It was too difficult to put myself out there over a sustained amount of time. There was a lot of rejection. When I came back to it, I was in a better place."

"I would never accept a call unless 95% of the vote was affirmative. I've heard others say 80%. Whatever it is, the percentage needs to show overwhelming unity and commitment. Otherwise a fracture in the search committee or the congregation becomes about you, and you won't be able to help them with it."

Organizing for Search and Call



First Church; struggling now but mighty history	Church Name/ Impression from UCC Ministry Opportunities Listing
Conference/Association; sample@conference.org	Conference/Association Staff Contact
Aug 13 th , requested that my profile be sent; reply received Aug 18 th .	Request for Profile Circulation / Response from Conference
Aug 25 th email from search chair; emailed an enthusiastic response	Initial contact from Search Committee / Response
LCP received Sept 8 th from chair; reads with fondness for past years.	Local Church Profile Impressions & Questions
Sept 20 th interview; committee felt serious but asked good questions, came alive when talking worship.	Initial Interview Date / Impressions
As requested by chair, sent link to online sermons.	Additional Communication with Search Committee

	Calls to Local Church Profile references and conference minister; learned of conflict w/ last pastor	Other Communications
	Interview by Skype on Oct 30^{h} ; still uncertain how many candidates remain on committee's list.	Follow-up Interview Date / Lingering Questions
	Dec 3-4 th visit. Great experience. Came to understand rollercoaster experience of search committee.	In-person Interview and Personal Discernment/Decision
	Dec 4 th as part of in-person interview. Learned there are three neutral pulpits scheduled.	Neutral Pulpit Experience
	I'm the final candidate! Church board president for negotiation. All questions answered to satisfaction!	Call Agreement Negotiation and Notes
	Jan 3-5. Great feeling of members. Special meetings with Women's Group and staff. Preached on Deut.	Candidating Weekend
	95% vote on Jan 5 th ! Call signed. Next steps: call moving company. Start date of Feb 9 before Lent.	Final Vote and Next Steps