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**Southwest California Synod**  
**Evangelical Lutheran Church in America**  
God's work. Our hands.

Dear Call Committee and Council members,

God bless this important ministry to which you have been called! Serving on a call committee and council during a pastoral transition is exciting and sacred work. You may have participated in calling a pastor or deacon in the past, or this may be your first experience. I thank God for your willingness to serve in this way.

You may be surprised to learn that this work can be one of the most spiritually satisfying experiences you will have. I encourage you to pray often, together and by yourself, for God to guide your decision-making. Ask God to send you the right leader. Ask for the Holy Spirit to guide your call committee. Ask your congregation to join you in praying for the leader God will send. This entire process can be a time of renewal and refreshing as you lean into God's promises to provide for God's people.

I invite you to ask questions during the process. Ask questions of your synod representative who is here to help. Ask your congregation for input on your interviews. Ask each other for honest assessments and feedback. Ask the candidate the kinds of questions you need to ascertain if they are the right leader for you. Your curiosity is a gift.

Your personal experience and wisdom are also gifts. Please bring your life experience and personhood to this process. God uses people, and God will use you.

Your team will determine how often you will meet and how you will make decisions. We ask for you to be open-minded and communicative. We invite you to be honest and respectful. You do not need to have experience in hiring. You do not need to be a great writer or orator. You need to love God and love your church and speak from your heart about your understanding of the ministry of your congregation. Thank you for saying "yes" to this ministry of your church and the denomination.

Yours in Christ,

Bishop Brenda Bos

# THE CALL PROCESS TIMELINE

## **Step One: Your Pastor Resigns (30 days)**

1. After your pastor notifies the congregation, they send a copy of the Letter of Resignation to the Bishop.
2. The Bishop meets with the Congregation Council to assess the interim needs of the congregation during the pastoral vacancy and explain the Mission Exploration Team (MET) and Call process.
3. Closure with your pastor.  
An Assistant to the Bishop conducts an exit interview with the pastor.  
The congregation holds a farewell celebration.  
After the resignation, the pastor clarifies that they will have no pastoral duties with members of the congregation.

## **Step Two: Interim Ministry Begins (1-3 months)**

1. The Synod assists with Sunday supply until an Interim Pastor is identified.
2. The Bishop appoints an Interim Pastor.
3. The Council meets with the appointed Interim, gives its endorsement, and a Letter of Agreement is signed. (Note: the Interim Pastor will not be available for Call by the congregation)
4. The Interim Pastor cares for the congregation and helps it evaluate its stewardship practices and programs.
5. The Interim Pastor oversees the audits of the congregation's financial records, membership statistics, and constitution.
6. The Council selects 5-7 members of the congregation to serve on the MET.
7. The Council reviews the constitutional requirements for the selection of the Call Committee and helps form the Call Committee.
8. The Council approves a budget for the Call Committee's expenses.

## **Step Three: The MET's Task (3-6 months)**

1. An Assistant to the Bishop meets with the congregation's Mission Exploration Team.
2. A member of a neighboring ELCA congregation and a member of the Synod's Renewal Table meet with the MET for four sessions.
3. Through study and reflection on the congregation's community, the MET identifies up to three new mission opportunities for the congregation.
4. The MET presents its findings to the Council and Congregation, secures their endorsement, and shares them with the Call Committee.

While it is difficult to predict how long the call process will take, the 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.

### 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.

### 3-4 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.

### 2-3 months

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

### 2-3 weeks

The Congregation Council receives the Call Committee's recommendation and schedules a special congregational 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.

### 1 month

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

### 1-2 months

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

# What is a Call?



While there are aspects of your task that look much like "hiring an employee," Rostered Ministers in the Church are not "hired" but "called" after prayerful deliberation.

This distinction is more than 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 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. Ministers are called to comfort and console, support, and care for God's people.

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

# Who Does What; Glossary of Terms

## **Rostered Minister—**

Although the majority of Call Committees are formed to call a pastor to their Church, this manual uses the term “Rostered Minister” rather than “pastor”. In the ELCA, Rostered Minister status is granted to pastors Ordained to Word and Sacrament and Word and Service (known as Deacons) Ministry.

## **Rostered Minister Profile— (RMP)**

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. References included

## **Compensation Package--**

The actual financial impact on the Church’s budget to support the minister called to your congregation. This includes Salary and Housing Allowance, Pension and Health Benefits. Car Allowance, Continuing Education, professional expenses, Social Security assistance (if offered) and the like. It is helpful for the candidates when there is clarity as to what is available to them to cover the day-to-day living expenses, and what benefits that the leader would not receive directly, such as a Pension and Health Benefits.

## **Letter of Call—(LOC)**

The official letter and supporting documents extending the congregation’s call to the Rostered Minister. Including the compensation package. This form will be filled out by the Synod office. We will send the LOC to the Council for signatures, and the original to be returned to the Synod office for proper distribution.

## **Ministry Site Profile— (MSP)**

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.



### **STEPS IN THE CALL PROCESS-Checklist**

- ÿ Contact Synod Office
- ÿ Form MET Team
- ÿ Produce MET report
- ÿ Form Call Committee
- ÿ Prepare Ministry Site Profile (MSP)
- ÿ Meet with Synod Staff
- ÿ Identify Potential Candidates
- ÿ Interview Candidates
- ÿ Recommend Candidate
- ÿ Hold Congregational Meeting

# Prayers for a Shepherd

ABIDING IN THE FIELD

AND THERE WERE IN THE SAME COUNTRY SHEPHERDS



KEEPING WATCH OVER THEIR FLOCK BY NIGHT

LUKE 2:8

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 are 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, glorious 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

## CALL COMMITTEE CHECKLIST

1. Telephone to arrange a meeting with Synod staff to review the process.
2. Under the direction of the Synod staff, appoint Ministry Engagement Team (MET) and create a MET report.
3. Appoint a Call Committee and complete the Ministry Site Profile (MSP).
4. Provide the Synod staff with a completed Ministry Site Profile, a copy of your constitution, and any nominees. (See Exhibit II-4)
5. Receive from the Synod staff the Rostered Minister Profiles RMP 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 the recommendation, requesting and interviewing additional candidates if necessary. (See Exhibit II-6)
9. Inform candidates if they will be released or continue in the process. A candidate may be released after one interview by email. If a candidate has a second interview, please be courteous and release with a personal phone call.
10. Notify candidates not chosen. (See Exhibit II-7)
11. Notify Synod staff of:
  - a) Candidates not selected for further attention
  - b) Candidates selected for recommendation to Council
  - c) Materials needed for Congregational Call Meeting
12. Prepare materials regarding recommended candidate and meet with Council. (See Exhibit II-9)
13. 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.

## EXHIBIT II-1

### MINISTRY SITE PROFILE PROCESS DESCRIBED

A Ministry Site Profile is an instrument that 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 match candidates and congregations best. 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 the 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, and census records.

When the Ministry Site Profile is completed, with whatever attachments the Call Committee desires, it is submitted to the Synod office via email or US Mail. 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 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 Minister 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 a Synod staff representative.**

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



## **EXHIBIT II-3 (1 of 2)**

### **SAMPLE NEWSLETTER ARTICLE**

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

#### **OUR PASTOR IS LEAVING, WHAT DO WE DO?**

##### Step 1: Receive Letter of Resignation

- Notify congregation
- Contact Synod office
- Plan farewell events
- Hold exit interview
- Make Interim plans
- Meet with the Bishop or Synod staff
- Choose Ministry Engagement Team (MET)

#### **WHAT ARE THE FIRST STEPS IN CALLING A NEW PASTOR?**

##### Step 2: Conduct MET process

- Select Call Committee
- Call Committee to complete Ministry Site Profile (MSP)
- Submit Ministry Site Profile (MSP) to the Synod office
- Consult with the Bishop's office on candidates
- Receive Rostered Minister 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 a vote

- Call Congregational meeting to vote on the 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 the Bishop's office that the pastor-elect has accepted.
- Prepare for the arrival of the new pastor and make plans to introduce them 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.**

## EXHIBIT II-3 (2 of 2)

### SAMPLE NEWSLETTER

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: XXXXXXXXXX, plus two alternates, XXX and XXX. All have agreed to serve. We held our first meeting on XXXXXXXXXX. 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 a call who are to be suggested to us by the Bishop).

This MSP is an essential 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 process. 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.

XXXXXXX, Call Committee Chair

## EXHIBIT II-4 (1 OF 9)

### PREPARE FOR INTERVIEWS

*“There are difficult 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.”*

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. 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 Minister Profiles of candidates.

The profile 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 (MSP).

#### **A. Presentation of Rostered Minister Profiles by Synod Staff**

After the Bishop and staff review the Ministry Site Profile and any nominations of candidates by the congregation, the staff will research all potential candidates. Usually, within a few weeks after receiving the MSP, the Synod staff will present Rostered Minister 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 Minister Profile Review and Packet Preparation**

1. After receiving the RMP’s 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 (2 OF 9)

NOTICE: SINCE THE MSP 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 RMP's, **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 process. Newsletters, bulletins, posters, and visits to group 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 candidate know when they can expect to next hear from you. It is important to communicate with candidates and the Synod staff about your anticipated timeline 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 (3 OF 9)

### 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 minister. You may want to decide in advance who will take the lead in answering candidates' questions in specific areas of ministry.
4. Have copies of the MSP on hand for each member. Keep focused on the congregation's priorities for this call. The candidate will probably refer to the MSP 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 recordings-most congregations can readily record services, including sermons.
  - b. Video recordings-congregations with internet access can use a website or YouTube.
  - c. References listed in the RMP (See Exhibit II-4, page 20)
2. It is often possible to hear prospective candidates preach in their 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 and candidates

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

## EXHIBIT II-4 (4 OF 9)

### ROLE OF THE SENIOR PASTOR IN THE INTERVIEW PROCESS

1. When calling an Associate Pastor or Deacon, 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. These 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.



## EXHIBIT II-4 (5 OF 9)

# SAMPLE INTERVIEW QUESTIONS

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

### THEOLOGY

1. Describe your 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 on 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 doing outreach? What are your pastor experiences and new ideas?
3. How active are you in Synod, region and church-wide programs?
4. Questions about the following areas of ministry are suggested if they have not come up in previous discussion:
  - Visitation
  - Counseling
  - Stewardship
  - Financial Mgmt.
  - Social Concerns
  - Youth
  - Community involvement
  - Teaching (adult, Sunday school, Confirmation)

### 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?
3. Communication is an important part of parish life. What methods of communication work for you?

## EXHIBIT II-4 (6 OF 9)

### SAMPLE INTERVIEW QUESTIONS

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 (7 OF 9)

### 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 (share equity, mortgage loan from the congregation, etc.)?



## EXHIBIT II-4 (8 OF 9)

### TYPES OF QUESTIONS ASKED BY CANDIDATES

16. What is the school situation in this area?
17. (In the case of multi-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 congregation 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"?
27. 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?

**INTERVIEW QUESTIONS**

## **EXHIBIT II-4 (9 OF 9)**

### **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 the 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 their 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?
13. What could the candidate have done to produce even better results?
14. What would most people with whom they 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?

## EXHIBIT II-5 (1 OF 2)

### CONDUCTING THE INTERVIEWS

The Call Committee chairperson presides over the interview process and sees to the hosting of the candidate. Please share the responsibility for asking questions among the group so all feel engaged. 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. Introduce yourselves and let the candidate know if you have an area of interest or expertise in the congregation. Do this quickly, as it is unlikely the candidate will be able to remember all your names and histories, but it will give them a sense of to whom they are speaking.
- B. Let the candidate know how long the interview will be, and how many questions you have, so they have a sense of how long each answer should be. If you decide to extend the length of the interview, please let them know that as you approach the end of the allotted time.
- C. Avoid lengthy one-on-one conversations by rotating the responsibility for asking various questions which have been prepared in advance. Ask for examples of how the candidate does ministry or thinks about issues. The question "How would you increase giving?" is theoretical. The question "Tell us about your past stewardship campaigns" is much more open-ended and helpful.
- D. Feel free to peruse the sample questions found in this manual but contextualize them for your setting. The candidate will learn a lot about your congregation by the questions you focus upon.
- E. Give the candidate an opportunity to ask questions about the congregation. If the candidate moves to a second round of questions, give them even more time for questions in the second round. By the second or possible third round of interviews, start to imagine the candidate as your pastor. Talk about real issues going on so you can see how this candidate thinks about your context. You want to move from theoretical to practical.
- F. Follow a well-prepared agenda with opportunities for breaks, refreshments, and dialogue.
- G. Provide each Committee member with a rating or evaluation instrument on which to record their impressions of the candidates. This instrument should be used during the interview, rather than much later, so first impressions and the evolution of your thinking can be marked in real time. In the interest of equity, ask the same questions of each candidate. You may ask follow-up questions as needed.
- H. 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. You will learn much about the candidate, and the candidate will learn much about you as you talk about money together!

## EXHIBIT II-5 (2 OF 2)

# INTERVIEW PROCEDURES AND SAMPLE AGENDA

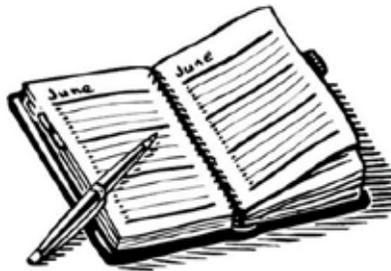
We recommend that ample time is spent with the candidate to provide the opportunity of getting acquainted. We strongly suggest:

1. Provide a tour of the church grounds and neighborhood. (Note availability of housing and costs; schools; childcare services; public services).
2. A meal with the candidate (and family, if applicable)
3. Time with staff members (remind about confidentiality).

Many Call Committees schedule interviews over twenty-four hours for those coming from a distance. Book a nearby hotel and by the congregation. All expenses (including meals and mileage for candidates nearby) are the responsibility of the congregation. Also, arrange their flights 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



## EXHIBIT II-6 (1 of 3)

# EVALUATION OF CANDIDATES

After completing 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.

Amid 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 primary question is always, "Is the Holy Spirit calling us into partnership with this person?"

- A. Discern which candidate(s) best match the priorities for the mission and ministry of the congregation. (See Exhibit II-2, page 9).
- B. If none seem to be a good match, contact the Synod staff for further assistance. New candidates enter the pool at all times.
- 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, if more than one still seems good to the Committee, another set of interviews may be arranged. Remember this is a two-way discernment. Your candidates will also want additional interviews.
- E. Additional information may be gathered by asking the candidate(s) for references relative to specific ministries. Confidentiality and courtesy are essential.
- F. You may decide to interview more than one candidate for a second time. Your second interview should be more in-depth, more specific to the needs and vision of your congregation. A second interview may be conducted virtually, or in-person if possible. If travel must be done, some Committees wait for a third interview, and have the candidate meet the Council and other interested parties.
- G. As soon as such a decision is made, it is appropriate to notify candidates who have been interviewed but will not receive further consideration. After a first interview, an email from the Call Committee chair is an appropriate way to release a candidate. After a second interview, we recommend the Call Committee chair make a personal phone call to the candidate. Do not leave a message releasing the candidate; ask for them to call you back for a conversation. (See Exhibit II-7).
- H. Your Committee may decide not to release a second-choice candidate, while working with your first choice. Please remember your second-choice candidate may be entertaining other offers, and may not be available indefinitely. Your Synod staff may also have insights into their situation. As always, courtesy is paramount.



## EXHIBIT II-6 (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?
- Do they understand the mission of this 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.
- Do they have a vision and skills for evangelism and outreach as well as pastoral care?
- Do they understand the community?

#### III. LEADERSHIP/PASTORAL STYLE

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

#### IV. PROFESSIONAL GROWTH

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

#### V. PASTOR AS PERSON

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



## EXHIBIT II-6 (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 this person theologically sound?
2. Does this person demonstrate maturity of faith and leadership?
3. Is this person concerned for people? Do they inspire trust?
4. What strengths are most important for our church?

### C. PROCESS

1. Rank and order the candidates (1 being top)
  - a) The order I think best of these pastors
  - b) The order I think best for the 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 CANDIDATE NOT RECOMMENDED FOR CALL

September 21, 2021

Dear Pastor Smith,

On behalf of the Call Committee of the \_\_\_\_\_ Lutheran Church in (city) \_\_\_\_\_, 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.

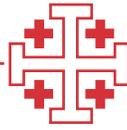
(You may wish to go into more detail of strengths and areas of concern)

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

CC: Southwest California Synod Office



# LETTER OF CALL

TO A MINISTER OF WORD AND SACRAMENT OF THE EVANGELICAL LUTHERAN CHURCH IN AMERICA

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

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

**a congregation of the  
Evangelical Lutheran Church in America, meeting on**

**extends to you this call to serve as**

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 on 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 to 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 ministers of Word and Sacrament 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.

Specific responsibilities, compensation, benefits, and conditions of this call are contained in a document related to this call. 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.

In testimony of this call, we have subscribed our names on behalf of the congregation on this  
day of

\_\_\_\_\_  
President's name (signature)

\_\_\_\_\_  
President

\_\_\_\_\_  
Secretary's name (signature)

\_\_\_\_\_  
Secretary

Attested by \_\_\_\_\_  
Bishop Brenda Bos (signature)

Bishop of the

Date of Bishop signing      September 21, 2021

## EXHIBIT II-8 (2 OF 7)

### REQUESTING A LETTER OF CALL FROM THE SYNOD

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 the 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 by the Synod office only.

**NOTE: Do not retype on any Letter of Call templates you may have in your files. The Synod office will issue the official "Letter of Call "upon the Bishop's approval. All Letters of Call must have a Synod Seal and the Bishop's signature to be reported to the Evangelical Lutheran Church in America and the Benefits Enrollment Manager for Board of Pensions.**



## EXHIBIT II-8 (3 OF 7)

### STEPS TO COMPLETE: *Definition of Compensation, Benefits, and Responsibilities of the Pastor*

FIRST LINE: Prepared by \_\_\_\_\_ (Name and address of congregation)

SECOND LINE: for the Reverend \_\_\_\_\_ (Name of pastor)

THIRD LINE: for the period: Duration—normally for one year, with annual review

#### A. **COMPENSATION**

LINE A.1.: List the base cash salary.

LINE A.2.: List the dollar amount of housing allowance beyond base salary. Designation of the percentage and amount of salary devoted to housing allowance must be done in an annual resolution of the congregation 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 a parsonage or other housing is provided, consider costs of a utilities allowance (if provided) or other allowances (if any).

#### B. **PENSION AND OTHER BENEFITS**

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

LINE B.1.: Indicate the percentage of contribution on the basis of the defined compensation of the pastor (salary and housing). The percentage is based on current requirements of the plan and the policy of the Synod for Letters of 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 waiving medical-dental coverage under the ELCA Pension and Other Benefits Program.

LINE B.3.: List amounts of other insurance or benefits, if any, to be provided to the pastor, beyond those that are part of the pension and benefits contributions made by the congregation for the types of coverage provided under the ELCA Pension and Other Benefits Program (retirement, disability, survivor, and medical-dental coverage)

## EXHIBIT II-8 (4 OF 7)

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

Other travel allowance provisions would be noted here as well.

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

*LINE C.3.:* Coverage of expenses for official meetings of the Synod is required.

*LINE C.4.:* Indicate amount provided for continuing education.

*LINE C.5.:* List other items and amounts to be provided for them.

*LINE C.6.:* For pastor accepting a call, define arrangements and reimbursements for moving expenses. Moving expenses normally are paid in full by the calling congregation.

### D. AGREEMENT

*LINE D.1.:* Enter vacation time. Normally four weeks per year encompassing four Sundays is provided.

*LINE D.2.:* Enter time for continuing education. Minimum recommendation is indicated on the form.

*LINE D.3.:* Provision must be made for the "First-Call Theological Education Program" for recent seminary graduates.

*LINE D.4.:* This provides a reminder of the congregation's commitment to the care exercised by a Mutual Ministry Committee (C13.04. in the *Model Constitution for Congregations*).

*LINE D.5.:* Disability leave provisions are coordinated with the ELCA Pension and Other Benefits Program and with Social Security.

a. Up to two months of continued salary, housing, and contributions to the pension program in a 12-month period are to be provided by the congregation.

b. 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 the call.

*LINE D.6.:* Where applicable, maternity/paternity or adoptive leave is noted.

## **EXHIBIT II-8 (5 OF 7)**

### **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.

### **F. OTHER MATTERS**

Additional detail may be inserted here related to the broader responsibilities that a pastor may carry in the life of the church.

### **SIGNATURES**

Normally, the President or Vice President of the congregation signs and dates the document.

When accepting the agreement, the pastor signs and dates the document.

Compensation and Benefits for a Pastor form in the link below.

<https://www.elca.org/Resources/Office-of-the-Secretary>

EXHIBIT II-8 (6 OF 7)

Definition of Compensation, Benefits, And Responsibilities for Ministers of Word and Sacrament Under Call

Prepared by \_\_\_\_\_ for the Reverend \_\_\_\_\_ for the period: \_\_\_\_\_ to \_\_\_\_\_

A. COMPENSATION

The congregation will provide the following annual compensation:

- 1. Base Cash 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 individual's spouse and children unless they have other employer-provided group medical insurance coverage and the individual 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 \_\_\_\_\_ days 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 rostered lay person 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 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. Maternity/Paternity or Adoptive leave of \_\_\_\_\_ weeks with full salary, housing, and benefits (Recommended 6 weeks; 4 weeks minimum).

\* 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.

# EXHIBIT II-8 (7 OF 7)

*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 to the following:

- (a) \_\_\_\_\_
- (b) \_\_\_\_\_
- (c) \_\_\_\_\_
- (d) \_\_\_\_\_
- (e) \_\_\_\_\_

2. The congregation will encourage and support 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 congregations. Make a copy for the pastor. As a matter of information, send a copy to the synod office. A description of the particular responsibilities of this position may be attached to this "Definition of Compensation, Benefits, and Responsibilities."

(Revised Jan. 2018)

## EXHIBIT II-9

### RECOMMENDATION OF CANDIDATE TO THE COUNCIL

- A. Notify your Synod staff contact 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-recorded message of introduction and greeting from the candidate. If available, a quality video-recorded 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 Compensation packet, outlining 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, 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 the 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.

## EXHIBIT II-11 (1 OF 3)

# 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 make 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 (presenting 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).
7. If the motion falls, a time of discussion (before adjourning with prayers) 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.)

## EXHIBIT II-11 (2 OF 3)

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 notify the Assistant to the Bishop for Rostered Mission Leadership and request the Letter of Call be sent to the Council President for signatures. Send the signed Letter of Call back to the Synod office for the Bishop's signature, and the Synod seal attached. The Synod will distribute the original to the called pastor, a copy to the congregation's president, and copies for the Synod files.



## EXHIBIT II-11 (3 OF 3)

### 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."

## EXHIBIT II-12 (1 OF 2)

### 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 see the flyer printed at the end of this handbook:

1. Graebel 800-723-6683 online <https://graebel.com>
2. Stevens Worldwide 855-285-1081 online [www.stevensworldwide.com](http://www.stevensworldwide.com)

## EXHIBIT II-12 (2 OF 2)

### MOVING AND 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 transactions 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, hospitals, 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 they are 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.

## EXHIBIT II-13 (1 OF 2)

# STAFF SUPPORT

### 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. This evaluation should be in writing and done by Personnel Committee or Executive Committee of your Church Council.

### 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.
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: <https://03d47fc.netsolhost.com/wp-content/uploads/2015/08/SabbaticalPol.pdf>



## EXHIBIT II-13 (2 OF 2)

### 6 – 9 MONTHS MINISTRY REVIEW

(To be completed by Council and/or Congregational Personnel Committee. A copy may be sent to the Synod office.)

Congregation: \_\_\_\_\_ City: \_\_\_\_\_

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 the 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 pastors and Council:



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The ELCAAdvantage Program is designed for use by ELCA congregations and other affiliates as a stewardship effort. Some agreements may also be used by individual congregational members and staff employed by ELCA affiliates.

For additional information regarding products and services offered, please contact the ELCAAdvantage Program at 800-638-3522, ext. 5079; by fax, 773-380-2906; or email [karen.rathbun@elca.org](mailto:karen.rathbun@elca.org).

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The Clergy Move Center® at Stevens Worldwide Van Lines is dedicated to providing personalized, quality service while offering significant discounts. Stevens performs national and international moves for ELCA clergy, congregational members, retirees, and staff of ELCA congregational offices and affiliates.

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# Constant Contact

Constant Contact is a marketing website for

weekly communications that can save congregations both paper and postage. It provides templates (using ELCA brand marks) that can easily be turned into electronic newsletters, memos, etc. These templates have been specifically designed for use by ELCA congregations. The ELCAAdvantage discount for this program is 30 percent annually. For more information, contact [Paul.Edison-Swift@elca.org](mailto:Paul.Edison-Swift@elca.org), 800-638-3522, ext. 2946, or go to [constantcontact.com/signup.jsp](http://constantcontact.com/signup.jsp).

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