

SECTION

6

**RESOURCES
AND
BIBLIOGRAPHY**

Resources

Pastoral Job Description: Sample

It is important for each Ministry Council/Official Board to work with the pastor to develop a Job Description for the pastor that reflects his duties, responsibilities and expectations of the church and the denomination. The items included in this model have been aligned with denominational expectation and the Code of Ethics adopted by the National Ministry Team. This model provides a guide for each local church to develop its own pastoral job description.

The pastor shall be accountable to:

- The Lord Jesus Christ as the head of the church, for spiritual conduct and the development of personal life and ministry.
- The National Conference of the Evangelical Congregational Church from which he has received his credentials and assignment.
- The Congregation of the named Evangelical Congregational Church which he serves.
- The Ministry Council/Official Board of the named Evangelical Congregational Church as the administrative body of the congregation, and its Pastoral Relations Committee.

The pastor shall have the following duties:

1. Spiritual Life

- The pastor shall at all times strive to conform his life, personal and professional conduct, and family to the standards set forth in the Word of God.
- The pastor shall actively seek to cultivate his own spiritual growth through his devotional life, prayer, Bible reading, self-examination, and whatever other methods are helpful to him.
- The pastor shall extensively study the Word of God to provide the foundation for his own spiritual growth, preaching, teaching, and all aspects of ministry.
- The pastor shall unceasingly be in prayer with and for the congregation and community.

- The pastor shall do his best to set an example of Christ-like living before the congregation and community.

2. Preaching, Worship and Teaching

- The pastor shall be responsible for preaching in the Sunday morning worship services, and at any other times agreed upon by the pastor and the Ministry Council/Official Board.
- The pastor shall oversee the administration of the sacraments of the church.
- The pastor shall be responsible to see that the new membership classes are organized.

3. Pastoral Care

- The pastor shall make himself available to those in the Community and especially the members of the Congregation who seek counsel in spiritual matters.
- The pastor shall be actively engaged in the visitation of the sick, shut-ins, bereaved, and any in need of pastoral care within the church and community.
- The pastor shall be responsible for performing weddings, funerals, and other pastoral duties of the church.
- The pastor shall show a willingness to extend pastoral care beyond the members of the congregation so that our church is actively ministering to the surrounding community.

4. Leadership

- The pastor shall be the spiritual leader of the church and has the responsibility of casting vision for the congregation in partnership with the church's lay leadership and doing all he can to facilitate the church's pursuit of her mission stated both in her mission statement and the Great Commission.
- The pastor shall provide leadership in the areas of Evangelism and Discipleship with the congregation.
- The pastor shall seek to lead the congregation toward unity in the faith and Christ-like conduct in all matters.
- The pastor shall be available to all church leaders to serve as a resource person for advice, help and direction in the execution of all church ministries.
- The pastor shall assist in the planning of the overall church program.

- The pastor shall set an example of Biblical servant leadership for the other church leaders, encouraging others whenever possible.
- The pastor shall exhibit trustworthiness, fairness, faithfulness, and honor confidentiality as he leads and interacts with his congregation.

5. Administration

- The pastor shall prepare and submit reports of his ministry activities to the Ministry Council/Official Board.
- The pastor shall insure compliance with denominational standards and expectations, including the submission of regular reports.
- The pastor shall ensure the accurate keeping of the church records.
- The pastor shall promote financial planning and accountability for the ministry funds of the church.
- The pastor shall work with the local council/board to ensure organizational structures and decision-making procedures are written and followed, with position descriptions for paid employees.
- The pastor shall meet regularly with the Pastoral Relations Committee as required by conference rules.
- The pastor shall ensure that the nomination process and the election/appointment of all officers/positions are done in accordance with the church's bylaws, policies, and procedures.

6. Continuing Education

- Regardless of his previous education, the pastor shall attend formal education opportunities that relate to and will enhance his ministry. These opportunities may include seminars, graduate courses, and in-service training sessions.
- The pastor is expected to read books, articles and other materials that will help to develop his ministry skills.
- The pastor also may work with mentors or other pastors in focus groups to discuss ministry issues.

7. Rest and Family

- The pastor is expected to have and keep a weekly day off for rest, family, and personal development.
- The pastor is expected to use all his allotted vacation time in a given year.

- When the pastor has a family, he is expected to give adequate time away from ministry to his family and their needs.
- Ministry Councils/Official Boards should also work with the pastor if he is eligible, and may need, a short-term sabbatical for study, and recuperation, or to pursue ministry interests.

Pastoral Evaluation Process: Introduction

The Evangelical Congregational denomination encourages churches to be principle-based organizations. The churches need to be guided by principle-centered leadership that allows people in the congregation to utilize their gifts and abilities as led by the Holy Spirit. The goal of each local church should be to assume responsibility and to give attention to the matters of job descriptions and evaluation in order to strengthen lines of communication and accountability, and create internal and operational integrity that will lead to healthy churches. Through a Pastoral Evaluation Process, suggested guidelines and models are provided to assist churches, specifically Pastoral Relations Committees and Pastors, in developing operational guidelines to pursue the mission and ministry of the church.

The pastoral evaluation process is an opportunity for pastors, leaders, and organizations to work together towards the pursuit of the mission for their church. It is a collaborative process to develop and assess standards towards equipping a church for its ministry. The focus of evaluation should be on working towards pursuing the mission in unity, encouraging each other, and providing helpful direction to move the church forward. The actual evaluation must be based on the pastor's written job description agreed upon previously by the pastor and the Pastoral Relations Committee/Board/Council.

Pastoral Evaluation Process: Recommended Guidelines

Below are suggested guidelines to follow when working through the Pastoral Evaluation Process:

1. The Pastoral Relations Committee should meet with the pastor to develop a Job Description or review what is presently in the church policy manual.
2. An evaluation instrument should be developed by the PRC and the pastor that reflects:
 - a. General areas covered in the Job Description
 - b. Annual goals for the pastor
3. A rating scale or method of assessment should then be designed that is a combination of an assessment tool and narrative comments. The assessment tool will provide objective feedback on each item, while the narrative will give an opportunity to give general comments in any of the areas.
4. The evaluation instrument should be completed by the PRC members. Individual assessments should be averaged for the group, while all comments should be included in the final evaluation report.
5. The results of the evaluation should be discussed with the pastor by the Chair of the PRC Committee or a designated person on the committee.
6. The focus of the evaluation discussion should be on giving encouragement and constructive input to the pastor to assist him in the performance of his ministry duties.
7. It is suggested that pastoral evaluations (1) be signed and dated by the pastor and PRC chairperson; (2) be completed on an annual basis; and (3) the Job Description and goal areas be reviewed annually.
8. The PRC should meet at least four times a year with the pastor as specified in Section 204.5 of the Conference Journal.

Pastoral Evaluation: Sample

Examples of Possible Assessment Scales:

Scale: 1-5; Lowest – 1, Highest – 5

Scale: Exceeds Expectations – Meets Expectations – Needs Improvement – Unsatisfactory

Scale: (1) Strongly Disagree – (2) Disagree – (3) Not Sure – (4) Agree – (5) Strongly Agree

General Evaluation

1. The pastor shall promote the spiritual life of the church through prayer, Bible reading, and example. **Rating:** _____
2. The pastor shall be responsible for preaching, worshiping, and teaching membership classes. **Rating:** _____
3. The pastor shall be responsible for the pastoral care of the congregation; which include counseling, visitations, weddings and funeral, and outreach to the community. **Rating:** _____
4. The pastor shall be the spiritual leader of the church. This leadership should include working with the Ministry Council/Official Board to develop a vision and mission for the church; giving leadership in the areas of Evangelism and Discipleship; guiding the congregation with integrity and a servant's heart; being a resource person; and assisting in planning programs. **Rating:** _____
5. The pastor shall be involved with the administration processes of the church. These processes shall include the submission of reports, compliance with denominational standards and expectations; assisting in financial planning and in the decision-making of the governance structures; meeting with the Pastoral Relations Committee; and overseeing various election processes. **Rating:** _____
6. The pastor shall continue to develop his ministry skills by attending seminars, classes, and/or workshops, and reading. **Rating:** _____
7. The pastor is expected to provide adequate time for rest, vacation, family, and personal development. **Rating:** _____

General Comments (Job Description):

Goal Evaluation (Some Examples)

- Give leadership to the congregation in pursuit of its long-range planning goals.
Rating: _____
- Continue the work of giving leadership to the realignment of our congregation's workers according to their gifts. Rating: _____
- Give support to our denomination through its strategic planning process.
Rating: _____
- Give personal and professional development time to continuing education.
Rating: _____
- Assist our Ministry Council/Official Board in refocusing our leadership development and in-service efforts. Rating: _____
- Appoint a homebound care contact person to coordinate the various homebound programs and assist in developing individual shut-in care plans. Rating: _____
- Work with the Stewards and Finance Committee to develop a financial plan strategy. Rating: _____

General Comments (Goal Evaluation):

LEADERSHIP IN THE E.C. CHURCH

A Position Paper of the Evangelical Congregational Church
Adopted May 28, 2015

Leadership within the Church is a particular role performed on behalf of the Church and is one to which God calls particular individuals just as he calls all followers of Jesus to roles of service (Col. 1.25). While all followers are called to ministry, we are herein concerned primarily with the call to a particular kind of ministry within the local congregation including, but not necessarily limited to, what has traditionally been called the pastoral role. This call to leadership within the local congregation is to be confirmed through a process of discernment that includes the existing leadership and membership of the local congregation, the Pastoral Assessment Center, and the denominationally established examination process. This calling is then finally affirmed by the National Conference.

The ecclesiology statement of the denomination states that the Church is “the people called by God to his mission.” The ecclesiology document goes on to describe the local church as a community in which God’s blessing and power have been received through Christ and which exists to bless the world by being a witness for God and partner in his mission. This understanding of Church and the work of the local church requires the identification of leaders for the carrying out of that mission. A core set of graces and gifts have been identified that leaders in this Church must possess.

The three core graces we seek to identify in leaders are teachability, humility and the ability to build a team. It is often easiest to initially identify graces before other attributes, since most potential leaders have yet to experience the maturity of their particular assortment of spiritual gifts. Accordingly, each of these three graces needs to be evident in every candidate for ministry. Yet, the presence of these graces is not fully sufficient to constitute a call to ministry in the local church. The Scriptures additionally speak of leadership in terms of categorical gifts.

In Ephesians 4 Paul identifies five categories of leadership that the church is given for effective ministry— “So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, to equip his people for works of service, so that the body of Christ may be built up ...” (vss. 11-12). When Paul speaks of these categories, he already comprehends that there are a variety of other spiritual gifts that will find unique expression and direction based upon these categories of leadership. Because each category ultimately gives shape to the expression of these other gifts, Paul also identifies these categories as gifts. As a result, leaders in local churches will need to learn to identify, employ, and work with other leaders within each category in order to most effectively advance the kingdom of God in each local context.

The model of leadership described here stands in contrast to models that highlight only certain of the categories and then elevate those categories over the others. This model is rooted in team and it acknowledges and legitimizes a wider range of leaders than has traditionally been the case. This model also serves to demonstrate a kingdom paradigm where Jesus is the true and only head of the church (Eph. 5) and King of all creation placing all the rest of us under his authority.

Jesus, fully aware of his authority, used his position to model a different picture of what leaders in his kingdom would look like as he washed his disciple's feet and said in John 13:13-17:

“You call me ‘Teacher’ and ‘Lord,’ and rightly so, for that is what I am. Now that I, your Lord and Teacher, have washed your feet, you also should wash one another's feet. I have set you an example that you should do as I have done for you. I tell you the truth, no servant is greater than his master, nor is a messenger greater than the one who sent him. Now that you know these things, you will be blessed if you do them.”

Therefore, leaders in the E.C. Church are servants of Jesus, advancing his Kingdom by obediently employing the various graces and gifts in service to His body which, in turn, is to be engaged as His incarnate presence in the world.

To Know Him and Make Him Known!

Profile of an EC Pastor

A Position Paper of the Evangelical Congregational Church

Pastors in the EC Church must understand their own identity in Christ, as well as their calling and gifts in relation to the body of believers so that the church is engaged for the work of ministry in the 21st century. **They must know** how to interpret their cultural setting and properly communicate kingdom values and instructions from God's Word in order to form and lead a healthy community of believers.

They must be shaped by a character that reflects God's love in their lives through authenticity, patience, compassion, integrity, and spiritual fervor. They must participate in a disciplined lifelong pursuit that reveals teachability, hospitality, forgiveness, and most of all how to disciple others into these same Christ-like character traits.

They must be able to effectively communicate the faith—what it looks like and how it works—within and beyond their community of believers, while also recognizing and discerning false claims to the Gospel. They must demonstrate a disciple's life through their own ways of living the faith—serving, directing, giving, listening, and laughing with others in order to cultivate and empower flourishing among the community of believers and make an impact on the greater community.

They must see God at work around them, enabling others to grasp hold of God's intentional love for them, and each person's own individual potential for ministry. They must not neglect the opportunities and threats in their midst, but rather reveal how God's kingdom intersects with the life of the church and their surrounding community.

Essential Qualities for a Pastor in the Evangelical Congregational Church

A Position Paper of the Evangelical Congregational Church

INTRODUCTION TO THE “ESSENTIAL QUALITIES FOR A PASTOR IN THE EVANGELICAL CONGREGATIONAL CHURCH”

The Evangelical Congregational Church is grateful to the Lord for his continued leading in the lives of individuals called to His service as pastors. The Holy Spirit speaks and men respond to that call by placing themselves into His hands, answering the call to pastoral ministry. Through His Holy Spirit He calls and gives gifts so they can serve Him and His church. We recognize that it is our heavenly Father, working through His Holy Spirit, who gives various gifts to those He calls. Those gifts differ from person to person. Through the Evangelical Congregational Church’s Pastoral Assessment Center we have developed a process to confirm the call, the gifts and the graces present in the life of pastoral candidates.

In addition, the Assessment Center, in cooperation with established leaders both inside and outside the denomination, has developed a list of “Essential Qualities” for a pastor in the Evangelical Congregational Church. These are not spiritual gifts or graces, but are essential qualities that must be evidenced in the life of a pastor in order to serve effectively in the context of the Evangelical Congregational Church.

This list of thirteen “Essential Qualities” is a valuable resource for pastors as they examine themselves for healthy ministry and as a resource to share with those who are sensing a call to pastoral ministry within the Evangelical Congregational Church.

ESSENTIAL QUALITIES FOR A PASTOR IN THE EVANGELICAL CONGREGATIONAL CHURCH Approved August 2004

- I. **Empowering Leadership**
 - Helping people to “buy in” and feel responsible for the growth and success of the church
 - Gaining commitment of the people to the vision
 - Establishing a congregational identity
 - Avoiding stereotyping of congregation by imposing unrealistic goals for which it cannot claim ownership
 - Committing to numerical growth within the context of spiritual and relational growth (more and better disciples)
 - Encouraging functional structure for congregational health/ministry

2. **Need-oriented Evangelism**
 - Communicating in style that is understood by the pre-Christian
 - Understanding the mentality and culture of the pre-Christian
 - Moving and functioning in the “personal space” of the pre-Christian without fear
 - Quickly getting to know the pre-Christian on a personal level
 - Breaking through the barriers erected by the pre-Christian
 - Handling crises faced by the unchurched
 - Identifying and assessing community needs and culture

3. **Spousal Cooperation**
 - Having an explicit agreement regarding each partner’s respective role and involvement in ministry
 - Having explicit rules regarding the use of home as an office
 - Evaluating the consequences of ministry demands upon the children
 - Functioning as a team through individual and collective action
 - Having a strategy for dealing with strangers
 - Modeling wholesome family like before the church and community
 - Agreeing upon and sharing the ministry vision
 - Deliberately planning and protecting private family life

4. **Loving Relationships**
 - Displaying God’s love and compassion to people
 - Quickly incorporating newcomers into a network of relationships
 - Engaging others in meaningful church activity
 - Responding with urgency to expressed needs and concerns of people
 - Getting to know people on a personal basis
 - Making others feel secure and comfortable in one’s presence
 - Not responding judgmentally or prejudicially to new people
 - Appreciating and accepting a variety of persons
 - Spending quality time with present parishioners without overstepping them for new people

5. **Gift-Oriented Ministry**
 - Discerning of spiritual gifts in others
 - Matching the gifts of people with ministry needs and opportunities
 - Releasing and equipping people to do the task of ministry
 - Delegating effectively in areas of personal limitations
 - Avoiding personal overload by delegating effectively
 - Not prematurely assigning ministry assignments before people are adequately equipped
 - Not placing unwarranted restrictions on other’s spiritual giftedness

6. **Passionate Spirituality**
 - Regularity of devotional life, including prayer and Bible study
 - Reading of appropriate books/magazines
 - Involvement in an accountability group
 - Possessing a conviction regarding one’s call to ministry
 - Believing in God’s actions

- Having expectation and hope
 - Having a willingness to wait for answers to specific prayer needs
 - Dealing with conflict assertively, constructively, and tactfully
7. **Visionizing Capacity**
- Being a person who projects into the future beyond the present
 - Seeing the congregation within the larger context of God's kingdom
 - Developing a theme which highlights the vision and philosophy of ministry
 - Persuasively selling the vision to people
 - Approaching challenges as opportunities rather than obstacles
 - Coping effectively with non-visionizing elements
 - Not erecting artificial walls or limits whether overtly or subconsciously
 - Establishing a clear church identity related to the theme and vision
 - Believing in God's capacity to do great things
8. **Intrinsically Motivated**
- Having a desire to do well and a commitment to excellence
 - Stick-to-itiveness and persistence
 - Having initiative and aggressiveness without the negative connotations
 - Having a willingness to work long and hard
 - Being a self-starter with a willingness to build from nothing
 - Having a high energy and vitality level, good physical stamina
9. **Flexible and Adaptable**
- Coping effectively with ambiguity
 - Coping effectively with constant and abrupt change
 - Adapting oneself and one's methods to the uniqueness of the particular congregation
 - Shifting priorities and emphasis during various stages of church growth
 - Doing whatever is necessary whenever necessary
10. **Resilience**
- Experiencing setbacks without defeat
 - Riding the ups and downs (attendance)
 - Expecting the unexpected
 - Rebounding from loss, disappointments, and failure
 - Matching the gifts of people with ministry needs and opportunities
11. **Theological Distinctives**
- Agreement with the Articles of Faith
 - Willingness to work with leadership
12. **Financial Stability**
- Agreement with spouse on spending
 - Proper balance between income and expenditures
 - Need for the wife to work outside the home
 - Realistic financial expectations from the church
 - Disclosure of financial statement

13. **Wellness Issues**

- Physical health concerns that would hinder effectiveness in ministry
- Exercise program to keep the body healthy
- Involvement in hobbies as an outlet/escape from ministry pressures

National Association of Evangelicals

Code of Ethics for Pastors

We put no stumbling block in anyone's path, so that our ministry will not be discredited. (2 Corinthians 6:3)

Whatever happens, conduct yourselves in a manner worthy of the gospel of Christ. (Philippians 1:27)

All who are called by God to the ministry of the gospel solemnly commit to a life of joyful obedience and selfless service in order to glorify God and enrich his people. Therefore, a minister will:

Pursue Integrity

I know, my God, that you test the heart and are pleased with integrity. All these things I have given willingly and with honest intent. (1 Chronicles 29:17)

- in personal character.

Exalt Christ, not self. Be honest, not exaggerating or overpromising; peace-loving, not contentious; patient, not volatile; diligent, not slothful. Avoid and, when necessary, report conflicts of interest and seek counsel.

- in personal care.

Care for the spiritual, mental, emotional, and physical dimensions of your person, for "your bodies are temples of the Holy Spirit" (1 Corinthians 6:19).

- in preaching and teaching.

Interpret the Bible accurately and apply it discerningly: "In your teaching show integrity, seriousness and soundness of speech that cannot be condemned" (Titus 2:7-8). Speak the truth in love. Give due credit when using the words or ideas of others.

Be Trustworthy

It is required that those who have been given a trust must prove faithful. (1 Corinthians 4:2)

- in leadership.

Model the trustworthiness of God in leadership to encourage and develop trustworthiness in others. Use power and influence prudently and humbly. Foster loyalty. Demonstrate a commitment to the well-being of the entire congregation. Keep promises. Respond sensitively and appropriately to ministry requests and needs: "Whoever can be trusted with

very little can also be trusted with much, and whoever is dishonest with very little will also be dishonest with much" (Luke 16:10).

- with information.

Guard confidences carefully. Inform a person in advance, if possible, when an admission is about to be made that might legally require the disclosure of that information. Communicate truthfully and discreetly when asked about individuals with destructive or sinful behavior patterns. Tell the truth, or remain discreetly silent: "A gossip betrays a confidence, but a trustworthy person keeps a secret" (Proverbs 11:13).

- with resources.

Be honest and prudent in regard to personal and ministry resources. Refuse gifts that could compromise ministry. Ensure that all designated gifts are used for their intended purpose: "If you have not been trustworthy in handling worldly wealth, who will trust you with true riches?" (Luke 16:11).

Seek Purity

Don't let anyone look down on you because you are young, but set an example for the believers in speech, in conduct, in love, in faith and in purity. (1 Timothy 4:12)

- in maintaining sexual purity.

Avoid sinful sexual behavior and inappropriate involvement. Resist temptation: "Among you there must not be even a hint of sexual immorality" (Ephesians 5:3a).

- in spiritual formation.

Earnestly seek the help of the Holy Spirit for guidance and spiritual growth. Be faithful to maintain a heart of devotion to the Lord. Be consistent and intentional in prayer and scriptural study: "Take captive every thought to make it obedient to Christ" (2 Corinthians 10:5).

- in theology.

Study the Bible regularly and carefully to understand its message and embrace biblical doctrine. In forming theology, consider biblical teaching authoritative over all other sources.

- in professional practice.

Identify a minister/counselor who can provide personal counseling and advice when needed. Develop an awareness of personal needs and vulnerabilities. Avoid taking advantage of the vulnerabilities of others through exploitation or manipulation. Address the misconduct of another clergy member directly or, if necessary, through appropriate persons to whom that member of the clergy may be accountable.

Embrace Accountability

Be shepherds of God's flock that is under your care, watching over them—not because you must, but because you are willing, as God wants you to be; not pursuing dishonest gain, but eager to serve; not lording it over those entrusted to you, but being examples to the flock. (1 Peter 5:2-3)

- in finances.

Promote accepted accounting practices and regular audits. Ensure that church funds are used for their intended ministry purposes.

- in ministry responsibilities.

Ensure clarity in authority structures, decision-making procedures, position descriptions, and grievance policies. Model accountability at the highest organizational levels.

- in a denomination or a ministry organization.

Ensure compliance with denominational standards and expectations, including regular reports.

Facilitate Fairness

Believers in our glorious Lord Jesus Christ must not show favoritism... Suppose a man comes into your meeting wearing a gold ring and fine clothes, and a poor man in filthy old clothes also comes in. If you show special attention to the man wearing fine clothes and say, "Here's a good seat for you," but say to the poor man, "You stand there" or "Sit on the floor by my feet," have you not discriminated among yourselves and become judges with evil thoughts? (James 2:1-4)

- with staff.

Follow approved church and denomination practices in staff selection processes. Advocate for equitable pay and benefits for staff. Provide regular staff team building, affirmation, training, evaluation, and feedback. Be honest with staff regarding areas to celebrate as well as those needing improvement.

- with parishioners.

Ensure appropriate access to staff by parishioners. Preach and teach to meet the needs of the entire congregation. Assume responsibility for congregational health. When asked for help beyond personal competence, refer others to those with requisite expertise.

- with the community.

Build God's Kingdom in cooperation, not competition, with other local ministries. Provide Christian ministries to the public as possible. Encourage good citizenship.

- with a prior congregation.

Do not recruit parishioners from a previous church without permission from the pastor.
Avoid interfering in the ministry of a previous congregation.

As a minister of the gospel, I commit to abide by the standards set forth in the NAE Code of Ethics for Pastors.

Signature _____ Date _____

Printed Name _____

National Association of Evangelicals

Code of Ethics for Congregations and Their Leadership Teams

Jesus and his apostles gave the Church instruction in the responsible use of gifts, in the practice of unity and holiness, and in witness to the world. Jesus also gave gifts to the Church so that it might be built up and reach unity in the faith, knowledge of the Son of God, and maturity.

The Church of Jesus Christ is embodied in local congregations. Among the gifts Jesus provides the Church are pastors to teach congregations, lead them, and care for their spiritual well-being. In return, the lay leaders of our congregations are responsible to provide for the clergy and to facilitate their work. They also have responsibilities to the congregation at large, to the family of churches to which they belong, and to the communities in which they live and worship. Therefore, responsible congregational leadership will:

Honor and Support the Gifts Christ Gives to the Churches

Now these are the gifts Christ gave to the Church: the apostles, the prophets, the evangelists, and the pastors and teachers.

Their responsibility is to equip God's people to do his work and build up the Church, the Body of Christ. (Ephesians 4:11-12, NLT)

- Provide for the physical and spiritual needs of pastors and their families; pay an adequate salary and benefits to pastors and other staff; provide annual compensation reviews.
- Ensure that pastors have both weekly and annual times of rest and opportunities for study.
- Seek to enable and cultivate the spiritual gifts of the congregation's members.

Promote the Unity of Christ's Body

Make every effort to keep yourselves united in the Spirit, binding yourselves together with peace. For there is one body and one Spirit, just as you have been called to one glorious hope for the future. (Ephesians 4:3-4, NLT)

- Foster interaction between generations and between social and ethnic groups in the church.
- Affirm the strengths of differing worship styles.
- Honor pastoral vision and teaching, engaging an appropriate outside counselor to facilitate healing when a dispute with a pastor reaches an impasse.
- Present a united front in support of major initiatives.

- Confront those in the congregation that actively oppose the leadership or demonstrate apathy toward the leadership’s vision.
- Work to reconcile dissident factions through mutual listening and sharing.
- Work to ensure that all members are engaged in opportunities for growth in discipleship.
- Strive in all things to live out Jesus’ command to his followers, “Love one another, as I have loved you.”
- Foster constructive connections with and keep commitments to other churches in its community, and to churches that belong to its denomination or the network of churches with which it shares a heritage.

Practice Accountability

The time is coming when everything that is covered up will be revealed, and all that is secret will be made known to all. Whatever you have said in the dark will be heard in the light, and what you have whispered behind closed doors will be shouted from the housetops for all to hear! (Luke 12:2-3, NLT)

- Model openness and clear communication in doing the congregation’s business; work with the congregation to develop shared expectations about transparency.
- Open the church’s financial records for periodic independent review.
- Create periodic opportunities for both pastors and lay leaders to receive feedback from those they serve and give opportunity for personal and professional growth.
- Hold pastors and lay teachers to the truths found in Scripture, especially as they are embodied in the standards of doctrine and personal holiness established by the congregation or denominational family.
- Train pastors, staff, and volunteers in methods of preventing the abuse of vulnerable persons, particularly children.
- Establish and use a system of church discipline to deal with members who persist in sinful ways after attempts to guide and restore them have failed.
- Deal fairly and openly with causes of scandal when they occur, within the framework of the law.

Practice Good Stewardship

If you are faithful in little things, you will be faithful in large ones. But if you are dishonest in little things, you won’t be honest with greater responsibilities. And if you are untrustworthy about worldly wealth, who will trust you with the true riches of heaven? (Luke 16:10-11, NLT)

- Pay bills in a timely fashion and take care not to encumber the church with unmanageable debt.
- Use gifts as they are intended.
- Maintain the property and equipment the church owns in good, safe, and attractive condition.

- Maintain appropriate levels of insurance.
- Practice wise stewardship in use of natural resources.
- Participate financially in the denomination or extended family of churches to which it belongs.
- Honor the financial record-keeping and reporting practices involved in its membership in a denomination or network of churches.

Practice Hospitality

Show hospitality to one another without grumbling. As each has received a gift, use it to serve one another, as good stewards of God's varied grace. (1 Peter 4:9-10, ESV)

- Maintain a safe and secure environment for public worship, study, and community events.
- Minimize barriers that would discourage persons with disabilities from full participation.
- Affirm the varied cultural heritages represented in the congregation and community.
- Eliminate artificial barriers to welcoming the surrounding community to public events.
- Allow appropriate community use of church facilities, when such use is not inconsistent with the church's witness and its ethical commitments.
- Be sensitive to the impact of traffic, parking, and the sounds of worship on its neighbors.

Seek the Welfare of the Community Where God has Placed It

Work for the peace and prosperity of the city where I sent you ... (Jeremiah 29:7, NLT)

- Demonstrate in the congregation's own life the global and multicultural nature of Christ's Body.
- Speak through designated leaders to issues of injustice in the local community and beyond.
- Work to alleviate suffering and promote health and spiritual well-being of its community and the world.

As the church leadership team, we commit to abide by the standards set forth in the NAE Code of Ethics for Congregations.

Printed Name of Church _____ Date _____

Leadership Representative Name: _____

Leadership Role: _____

Signature: _____

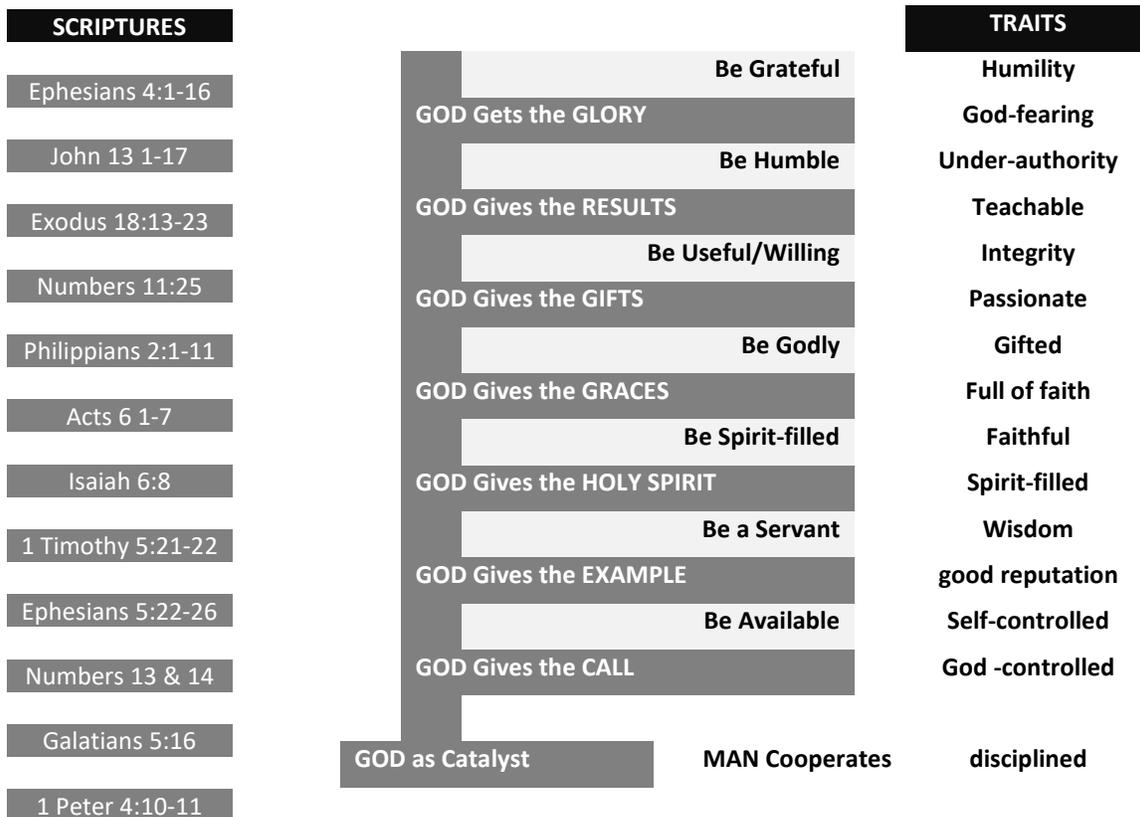
Portrait of a Biblical Leader: A Bible study

What does a Godly leader look like?

GODLY LEADERSHIP is men and women responding to what God has done and what God is doing. Godly leadership is our response to God's call and our stewardship of the gifts that He gives. As believers we are called by God to active service in the various ministries of the church. In order to maximize the effectiveness of those ministries, God calls some into positions of leadership. Scripture clearly identifies the leadership principles by which those so called must be shaped. Leaders recognize that their gifts are given by God, confirmed by the Body, and operate with accountability to the Body. Leaders dedicate themselves to the development of those gifts for the good of the whole.

For the purpose of this study let's liken leadership to a simple ladder, with two rails and a series of rungs. One of the rails is God as the Catalyst who makes things happen. The other rail is the leader who cooperates with God. The rungs upon which the Biblical leader climbs are created in the process as the leader cooperates with God. When (if) the leader ceased to cooperate with God, he has nothing left upon which to stand

As you study, ask probing questions in response to the scriptures and your reflection upon the characteristics of leadership. For example: With regard to each rung where do I see myself on a scale of 0 – 5? What must I do to improve? How do I rate my church leadership with regard to this characteristic? How can we improve? How Do I think others rate me? If the setting slows for a high level of accountability, ask others how they rate you. Ask: "How can I/we be model men and women who lead according to these biblical principles?"



Goals, Mission and Vision

This is a document adapted by permission from an outline called “Developing Functional Structures” by Bob Logan and Tom Clegg, 1998.

Values **[Who are you?]**

1. “Values” are deeply held convictions, priorities and underlying assumptions which influence your attitudes and behaviors.
2. “Core Values” describe the unique way people in an organization work and relate to one another.
3. People and their organizations behave in ways which are generally consistent with their core values.
4. Core values are validated only through behavior. A stated value which is not backed by a behavior is an aspiration or preference, not a value.
5. Most conflict is a result of differing values.
6. Most strategic planning fails because values are not articulated early enough...

Vision **[Where are you going?]**

1. Vision is the preferable future God wants to create through you. It is the mental picture you carry in your mind of your future.
2. Intimacy with Christ is the sole source of vision.
3. The character of the leader determines the credibility of the vision.
4. A godly vision:
 - a. Has a sense of being right for the times
 - b. Promotes faith rather than fear
 - c. Motivates people to action
 - d. Requires risk taking
 - e. Glorifies GOD, not people
5. Vision provides the over-all general direction for the ministry.

If God could have his way, you knew you could not possibly fail and you would never lack the resources – what would your church look, feel and be like five years from now? – That is your vision.

Mission **[Answers the what question]**

1. Mission is the specific “who and what” of what are we supposed to be doing.
2. What does GOD want us to accomplish while we are here on earth?
3. What is our divine, strategic intent?
4. Your mission identifies:
 - a. The ministry focus group to whom you seek to minister
 - b. Specific needs you are uniquely qualified to meet

Outcomes **[Are we there yet?]**

1. Outcomes are the expected results of ministry. They are the specific results from which success or failure may be measured.
2. Outcomes provide the “vital signs” of an organization’s health:
 - a. People
 - b. Resources
 - c. Leadership Development
 - d. Goal Achievement
 - e. Finances
3. Outcomes clarify “customer satisfaction” and the “bottom line”.

KEYS TO WRITING AN EFFECTIVE MISSION STATEMENT

1. Does it identify your ministry focus group?
2. Does it clarify the needs you seek to meet?
3. Is it accurate? Enduring? Concise? Memorable? Energizing?

If “No” to any of the above, rewrite it.

End of Clegg and Logan document

Questions to ask in clarifying mission for a church or a pastor

- What is the name of someone you considered a “good pastor”?
- What three qualities did he have that made him “good” in your eyes?
- What do you know for sure about your church?
- What are some of its strengths?
- What are some of its weaknesses?
- What opportunities are before it?
- What outside forces threaten its ministry?

Bibliography

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- Olsen, Charles M. Making Church Boards into Spiritual Communities. The Alban Institute, 1995.
- Young, David. A New Heart and A New Spirit: A Plan for Renewing Your Church. Valley Forge, PA: Judson Press, 1984.

Transition Resources

“Leading Congregational Change” Jim Herrington, Mike Bonem, James Furr Leadership Network Publications

The authors collaborate to produce one of the most thorough and clear explanations of the process of leading change in a local church. Contains many “step by step” descriptions and examples.

“Managing Transitions: making the most of change” William Bridges Addison-Wesley Publishing, 1991

This is a classic work in distinguishing transition from change. It reminds the reader that people respond to change differently and makes suggestions for how best to help them move through the process.

“Stuck” Terry Walling, Church Smart Resources, 2008

“Transitions: Making Sense of Life’s Changes” William Bridges, DaCapo Press, 2004

“Who Moved My Cheese?” Spencer Johnson, G. Putman & Sons, 1998

An easy and enjoyable “allegory” on the realities of change. A good book for helping people understand what they experience through a making transition.

“Who Stole My Church?” Gordon McDonald, Thomas Nelson, 2008

If you have additional resources for inclusion, please send suggestions to Jodi Earhart, Assistant to the Bishop, at jeahart@eccenter.com

