

# Transitional Ministry Manual



# Manual Contents

## Introduction

Flow Chart

Pastoral Transition Overview

## Section One: Healthy Leaving

1. Issues to be considered
  - Severance package- Elder negotiates
  - When and how to tell congregation
  - Departure date
  - Clarify role of pastor between resignation and departure.
  - Opportunities for Goodbye
2. Press Release- Template
3. Leaving Liturgy- Example
4. Send Ethics Statement from Clergy Code of Conduct to leaving pastor to help define boundaries.
5. Career Counseling with Office of Formation and Leadership Department

## Section Two: Pastoral Appointment Procedures and Tools for the Transition Period

1. Elder's assessment of Need
  2. Definitions of types- clarity of language explains who can apply for settled pastor position and who cannot and details right, privileges and duties.
  3. Elder Appointment
  4. Contracts – compensation and work templates on file. CTIM will become involved with compensation negotiations at the discretion of the Elder
  5. Appointment of Transition team- roles and responsibilities
  7. The Intentional Interim Tasks and Procedures
    - Tasks
    - Timelines
- CTIM involvement
- Monthly report/ by 5<sup>th</sup> \* Monthly Call scheduled by 10<sup>th</sup>
  - Evaluation tools (mid process; final evaluation; completion Interview with CTIM and Elder if desired and written response)
  - Pastoral Search Readiness Assessment Inventory Tool
  - Report to Elder with suggestions of remediation work before re-appointment if necessary
8. Leaving process- sample liturgy; gift guidelines; counseling referrals
  9. Samples of forms, templates, and tools

### Section Three: The Pastoral Search

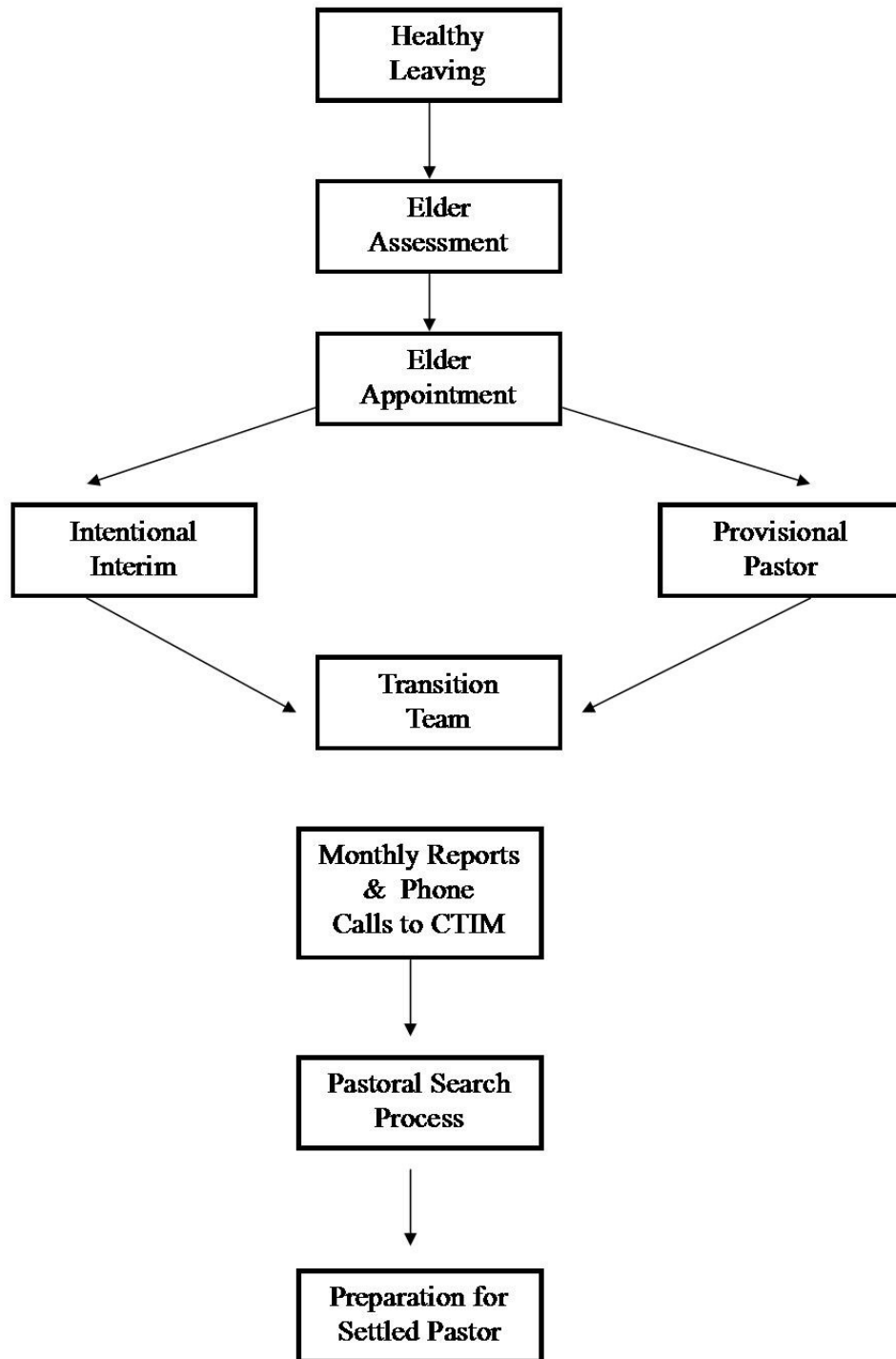
1. Regional Elder determines when ready (conversation with CTIM and Interim pastor; results of readiness inventory tool)
2. Ground Rules for Transition Team
3. Steps for Pastoral Search- best practices
4. Profile surveys by Don Eastman
5. Revised Tanis/Eastman Pastoral Search document
6. Surveys (St. Pete)
7. Separate process for first right of refusal
8. Statement of exceptions? Decision making process

### Section Four: Preparation for Settled Pastor

1. Contract Negotiations
2. Guidelines for installation and Sample Liturgies
3. Introduction of New Pastor to Community
4. Sample Press release
5. Pastor Parish Relations Committee

# Introduction

## Pastoral Transition Flow Chart



# Overview of Pastoral Transitions

## Metropolitan Community Churches

### The Dynamics of Pastoral Transition

1. The Dynamic of Grief
2. The Dynamic of Fear
3. The Dynamic of Control
4. The Dynamic of Hope

### The Language of Pastoral Transition

#### The Provisional Pastor

1. Usual appointment of 3-12 months
2. The term Provisional Pastor will be used when the Elder plans to allow this person to stand for election at a later date.

#### The Intentional Interim Pastor

1. Long-term: 12 to 24 months
2. Needed especially in some circumstances
  - When a strong, long-term pastorate has ended
  - When there is an unexpected end to a pastorate
  - When pastorate has ended in conflict
  - When a pastorate has ended by death
  - When a pastorate has ended in scandal
3. Interim pastor is an interventionist, not a caretaker
4. Interim pastor is highly experienced with particular skills
5. Interim Pastor is trained through the Interim Ministry Network (UCC)
6. The Transition Team approach to an intentional interim pastorate
  - A Transition process and timeline
  - An Interim Pastor contract

### Roles and Responsibilities in Pastoral Transitions in MCC

1. The role of the **Board of Directors** is to assure continuity of leadership, administrative policy and legal and fiscal viability. The board's responsibilities are:
  - Continuing all of its routine fiduciary functions
  - Working with Regional Elder to assure sufficient interim pastoral leadership, including a clear job description and contract.
  - Assuring the continuing financial vitality of the church
  - Addressing the additional financial needs of transition
2. The role of the **Regional Elder** is to provide guidance, support and direction in the overall process of transition. The responsibilities of the Regional Elder are:

- Assessment of kind of pastor needed in each transition
  - a. Intentional Interim
  - b. Provisional Pastor
- Appointing the appropriate pastoral candidate
- Supervising the Intentional Interim Pastor with the help of the CTIM
- Consulting with and coaching the Board of Directors, Pastoral Search Committee and Staff throughout the transition process.
- Serving as a member of the Transition Team
- Consulting with the Pastoral Search Committee regarding prospective candidates for Pastor

4. The role of the Office of Leadership Development and the Coordinator of Transitional and Interim Ministry is to

- provide support, direction, and viable candidate pool from which Elders may choose,
- be available for consultation and support,
- secure resources and
- meet with interims once a month by phone to discuss your monthly report and as often as necessary by phone or email to provide support and connection in their ministry,
- maintain accurate records regarding the work of each interim,
- make our Elders aware of the availability and skills sets of our trained interim pool,
- increase the numbers of trained interims,
- standardize work contracts, compensation contracts, action plans, and report forms,
- collect and dispense activities and procedures that have been used and worked in our churches by successful Interim pastors.

5. The role of the **Transition Team** is to facilitate the overall process of transition. The responsibilities of the Transition Team are:

- Assuring that the process and timeline are being followed or revisions are negotiated with the Board of Directors, Pastoral Search Team and Church Staff

6. The role of the **Church Staff**, both compensated and volunteer, is to assure the continuity of congregational life and ministries, including administration of the church. The Staff's responsibilities are:

- Continuing in their respective individual ministry roles and responsibilities under the supervision of the Interim Pastor
- Providing spiritual leadership as examples of faithfulness to the mission, vision and core values.
- Facilitating intercessory prayer for the members of the Pastoral Search Committee prospective candidates, and others with roles and responsibilities throughout the transition process.

7. The role of the **Pastoral Search Committee** is to present a qualified candidate to the congregation for election as Pastor at a Congregational Meeting. The committee's responsibilities are:

- Determining whether its approach will be invitation/application or executive search
- Creating and adopting a process and timeline to complete its work
- Developing guiding policies, in writing, for how the committee will work together
- Developing and implementing a plan for engaging the congregation in the process and communicating with the congregation
- Consulting with the Regional Elder throughout the process

# Section 1

## Healthy Leaving



The time of pastoral transition begins with the decision that the pastor will be leaving and continues through the incoming settled pastor's first year of ministry. A pastor announces the intention to leave first to his/her regional Elder. In this conversation, certain procedural issues can be discussed.

- The decision of when and how to tell congregation is critical to leaving well. Protocol directs a **confidential** announcement to the congregation's governing board. It is most important that the congregation be informed of the pastor's departure at the same time. The best procedure is to draft a letter to be sent to every household.
  - The actual departure date should be determined the role of the pastor between resignation and departure clarified.
  - The number and scheduling of opportunities for saying "Goodbye" depends largely on the length of time between the announcement and the departure date and also on the length of time the pastor has served the congregation. Possible events include but are certainly not limited to:
    - potluck suppers with skits and/or a roast celebration the pastor's time with the congregation
    - picnics
    - coffee hours
    - a service where the Elder or some other denominational representative is invited to speak honoring the work of the exiting pastor
    - "this is your life"
    - any kind of special service or program with the pastor as the guest of honorIf a gift is to be given, it should be given at the final service or a reception in the pastor's honor
- For clergy who have served a congregation 15 years or more several of these should held in order to allow the maximum number of congregants to say goodbye.

A press release with information about the pastor honoring the work done for God and listing the events that have been scheduled to provide opportunities to say goodbye would be appropriate. A template is included at the end of this section.

A ritual for ending a pastorate usually takes place at the conclusion of the final worship service. It should symbolize the relinquishing of pastoral authority in this church by the departing pastor while allowing the pastor to maintain ties of friendship with members in the congregation. The pastoral office can be symbolized by a number of things (the Bible, key to the church, vestments) all of which may be placed on the altar. This action symbolizes the return of pastoral authority to the members of the congregation. The congregation will retain them until they are given to the new pastor at his/her installation.

Be sure to include the pastor's family in the goodbyes.

A service of leaving a pastorate can be found in *Beginning Ministry Together* by Roy Oswald, James Heath, and Ann Heath from the Alban Institute, 2003, pages 98-101..

In the case that the leaving pastor remains in the general community or in contact with any of the people of the congregation, it is very important that the pastoral relationship with the congregation end. A formal agreement with the leaving pastor that outlines clearly the pastor's future involvement with the congregation. When the elder notifies the Office of Formation and Leadership, the Director of the OFLM will arrange an appointment with the leaving pastor, for career counseling and provide them with a copy of the ethics statement from the clergy code of conduct to leaving pastor to help define boundaries.

Section 2  
Pastoral Appointment  
Procedures  
And Tools for the Transition  
Period

# Pastoral Appointment for Transition Period

## Elder's Assessment

1. Get input from the board, ministry leaders and congregation about the needs of the church and the characteristics they believe are important in a Provisional or an Interim Pastor. This will be achieved by having the Regional Elder or their designee meet with the Board and Ministry Leaders and facilitate a Forum with the congregation. This input will be recorded and used by the Regional Elder in making the decision.
2. The Regional Elder will carry this list with them, pray over it daily and utilize it in deciding the type of transitional leader needed and the selection of the correct match for the church.
3. Types of Transition Leaders

## The Provisional Pastor

A Provisional Pastor is defined as one who provides spiritual leadership and guidance for a congregation during time of transition that is relatively brief in duration. The Provisional Pastor assists the congregation in the healthy processing of any loss (planned or otherwise), maintain momentum and excellence in worship, fulfill the primary duties of the senior pastor and provide pastoral care. A Provisional Pastor should be skilled at maintaining the functioning of the church.

### Rights and Privileges:

A Provisional Pastor has all the rights and privileges of a senior pastor including a voice and a vote at board meetings. They are responsible for worship and make other decisions concerning the spiritual life of the church.

### Some Specific Duties (not limited to)

- Plan and direct worship each Sunday
- Preach each Sunday or otherwise provide for the pulpit to be filled
- Moderate board meetings
- Return phone calls as appropriate to the care of the congregation
- Be available for pastoral counseling, hospital visits and other pastoral care demands
- Work with the ministries of the church to maintain focus and momentum
- Plan, as necessary, the activities that might be necessary to deal with loss
- Appointment is short term 3-12 months while an interim or settled pastor is secured.
- Support the church in establishing pastoral search
- The Provisional Pastor may apply as settled pastor.

## The Intentional Interim Pastor

The Intentional Interim Pastor has all the rights and privileges of a senior pastor including voice and vote at board meetings. They are responsible for worship and make other decisions concerning the spiritual life of the church. In addition they will lead the congregation through five specific developmental tasks. It should be noted that an intentional interim pastor meets the following criteria:

- a. Long-term: 12 to 24 months
- b. Needed especially in some circumstances

- When a strong, long-term pastorate has ended
  - When there is an unexpected end to a pastorate
  - When pastorate has ended in conflict
  - When a pastorate has ended by death
  - When a pastorate has ended in scandal
- c. Interim pastor is an interventionist, not a caretaker
  - d. Interim pastor is highly experienced with particular skills
  - e. Interim Pastor is trained through the Interim Ministry Network (UCC)
  - f. The Transition Team approach to an intentional interim pastorate
    - A Transition process and timeline
    - An Interim Pastor contract

## **The Elder Appointment**

1. The Elder will contact the Coordinator of Transitional and Interim Ministry (CTIM) of the need and the CTIM will make available to the Elder the names, resumes, and personal analysis paper of suitable applicants.
2. Upon finding a qualified candidate, the Regional Elder will work with the Transition Team to arrange a weekend visit. The visit will include informal time with congregants, meetings with the board and ministry leaders, preaching on Sunday and a Q&A time after with the candidate after the service. Meetings with the board should include a discussion about compensation.
3. The week following the visit, the Regional Elder will call both the board and the candidate to check in on how things went. The primary information the Regional Elder will be looking for is, “was there good chemistry between candidate and congregation?” and “was this a good fit?”
4. If all parties feel that it is a good fit, then an appointment will be made quickly so that the Interim can be put in place as quickly as possible. During this time, a contract will be signed between the Regional Elder and the Interim Pastor as well as a compensation contract between the Board and Interim Pastor.
5. If it is determined that there was not a good fit, then the Regional Elder will find a second candidate to send for a visit as soon as is reasonably possible.

**A copy of the personal assessment inventory and a sample letter of appointment is included at the end of this section.**

## **Contracts**

Two separate contracts will be negotiated: a Compensation Contract and a Work Contract. The Elder will negotiate the work contract with the board and the appointed candidate. The CTIM is available to negotiate the compensation contract at the discretion of the individual Elder.

**Contract templates are included at the end of this section.**

## **Appointment of the Transition Team**

**Overview:** The role of the **Transition Team** is to facilitate the overall process of transition. While other entities of the church (board, staff, pastoral search team) focus on the specifics of their ongoing responsibility, the Transition Team keeps an eye on the pulse of the transition itself. Members of the Transition include the Regional Elder, Interim Pastor and members appointed by the Board of Directors ( 1-2 from the board and 1-2 from the congregation at large)

### **The primary responsibilities of the Transition Team are:**

- Assuring that the process and timeline are being followed or revisions are negotiated with the Board of Directors, Pastoral Search Team and Church Staff
- Meeting regularly by telephone conference call to monitor the progress of the process and timeline
- Provide communication throughout the process so that the congregation will feel in the loop at all times!

### **Tasks**

#### **Search for Interim:**

- Make arrangements with the Interim Candidate for their travel needs when coming for a weekend visit.
- Arrange for the events in which the candidate will participate and everything associated with them:
- Follow Up with candidate to thank them for their visit
- In the event that a candidate is not appointed, the process will start over and these things would be repeated.

#### **Arrival of Interim:**

- Work with the Interim to determine needs they may have around finding housing, etc. so as to provide them with as much information as they may need to make a move.
- Plan some kind of welcome event for the interim and their family. This might include asking congregants to bring basic things like food, paper supplies, etc. to help them get settled.
- Stay in touch with the interim upon their arrival to assist them in whatever they might need.
- Begin working with the board and interim pastor on an Installation Service.

#### **During the Interim period:**

- Work with the interim on identifying activities, surveys, forums, events, etc. that assist him/her in working through the five developmental tasks (the interim will share these with you when they begin to meet with you).
- Work with all entities to ensure that timelines are followed or altered as things unfold. This would include discerning with the interim pastor and Regional Elder when it is time to put a pastoral search team together and begin that process.
- Be a resource, sounding board, and support to the interim pastor as they deal with the inevitable issues that arise during the interim period.

#### **During the Pastoral Search:**

- Determine with the Pastoral Search Team how your team can help with communication, in particular, while the search process is underway.
- When a candidate is chosen, work with the PST and candidate to arrange for their travel and the activities in which they will be involved during their stay. This should include all the ways in which hospitality will be extended to the candidate.
- Work with the PST to begin planning the departure of the interim and how they will be honored for their service.

#### **Arrival of Permanent Pastor: work with the pastoral search team to**

- Assist the new pastor in finding housing and other things necessary to settle in a new city. Provide them with information and stay in close touch.
- Plan for welcoming the new pastor and extending radical hospitality upon their arrival.
- For up to a month, check in with new pastor to see if any needs have arisen.

- Prepare a final report of your activities, etc. as a team and share it with the congregation with copies to the Regional Elder and Board of Directors.
- Have a final discussion with the Regional Elder to give feedback about the entire process.

## **The Intentional Interim Tasks and Procedures**

1. The 5 developmental tasks through which the Interim Pastor will lead the church are :
  - Come to terms with their history
  - Develop a clear sense of identity and purpose
  - Manage leadership changes
  - Create healthy denominational linkage
  - Build commitments for new directions
2. The transitional team and the Interim pastor will create a task process plan and approximate timeline for their completion,

**A sample action plan and timeline and a template for the creation of individual church plans is included at the close of this section.**

3. All types of transitional pastors will be supervised by their Elder and the CTIM.
4. All transitional pastors will submit a report to the CTIM by the 5<sup>th</sup> of each month and secure an appointment for a supervisory call by the 15<sup>th</sup> of each month.

**A sample of each transitional report is included at the end of this section.**

5. The CTIM provides support and guidance through the calls, emails, additional phone calls and resources of different kinds.
6. The CTIM will provide churches with evaluation tools at mid-process or approximately every six months and at the close of the transition period. The CTIM will receive and tabulate the evaluations, discuss the results with the pastor, make recommendations and report to the Elder.
7. After the conclusion of each transitional appointment, the CTIM will conduct a completion interview and report to the Elder with recommendations of any remediation work before re-appointment.

**A sample of the evaluations, tabulation format, and completion interview questions is included at the end of this section.**

8. A Pastoral Search Readiness tool may be used by the Elders or the interim/provisional pastor to determine a congregation's completion of the developmental tasks.

**Pastoral Readiness Assessment Inventory is included at the end of this section.**

## **The Interim Leaving Process**

1. The CTIM will work with the transition team of each church as the time nears for the Interim to leave.
2. The church should be encouraged to create appropriate times and activities to say goodbye. If requested the CTIM will provide sample liturgy for services, suggestions for activities and farewell gift.

Transitional and Interim Ministry Personal Analysis

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

Contact Information:

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

Phone Numbers: \_\_\_\_\_

E-Mail: \_\_\_\_\_

Please answer the following questions on another sheet of paper:

1. What aspects of Transitional and Interim ministry do you find most crucial?
2. In your work with churches, in what areas have you been the most successful? Least successful? Most creative?
3. What traits do you possess that **you feel** are important in working with transitional ministry?
4. What do you like best about transitional ministry? Least?
5. Describe your most successful conflict resolution?
6. Where do you feel most comfortable geographically?

Below are several lines reflecting extremes. On each line mark the place where you fit.

### Preaching Style



### Preaching Content



### Theological Position



### Management Style



Micro

Delegates freely

## Planning and Follow Through



## Flexibility



What is your conflict management style scores (These descriptions are based on the Alban Conflict Inventory?)

Persuading \_\_\_\_\_

Compelling \_\_\_\_\_

Avoiding/Accommodating \_\_\_\_\_

Collaborating \_\_\_\_\_

Negotiating \_\_\_\_\_

Supporting \_\_\_\_\_

I have no idea what my style is \_\_\_\_\_

Take the Spirituality Type Selector Test devised by Corinne Ware. Read through each set of statements. Choose the statement or statements that describe what **you personally prefer as part of your spiritual experience.**

### THE ORDER OF WORSHIP

- A carefully ordered worship service is a glory to God.
- A deeply moving service is a glory to God.
- Simplicity and some silence are the things most needed.
- It is not the service of liturgy, but serving God in others that is important.

### TIME

- Stick to announced beginning and ending times of service.
- It is important to be as flexible as possible, letting the Spirit lead.
- All time is God's time. A sense of timelessness is important.
- Gather whenever and as long as you need to in order to accomplish the task.

### PRAYER



- a. Words express poetic praise; we ask for knowledge and guidance.
- b. Let words and feelings evoke God's presence in this moment.
- c. Empty the mind of distractions and simply BE in the presence of the Holy.
- d. My life and my work are my prayer.

## MUSIC

- a. Music and words express praise to God and belief about God.
- b. Singing unites us, and expresses the soul's deepest heart.
- c. Chant and tone bring the soul to quietness and union with God.
- d. Songs can mobilize and inspire to greater effort and dedication.

## PREACHING

- a. The Word of God, rightly proclaimed, is an important part of worship.
- b. The Scripture movingly preached is the power of God to change lives.
- c. Proclamation is heard when the Spirit of God speaks to the inward heart.
- d. What we do is our "preaching," and speaks louder than anything we say.

## RELIGIOUS EMPHASIS

- a. A central purpose is that we fulfill our vocation to the world.
- b. A central purpose is that we walk in holiness with God.
- c. A central purpose is that we be united with the Creator.
- d. A central purpose is that we obey God's will completely.

## INTEREST IN CAUSES

(If necessary, circle words that apply and select categories with the most circles.)

- a. Support seminaries, publishing houses, scholarship, preaching.
- b. Support of evangelism, missions, spreading the word on television and radio.
- c. Support of places of retreat, spiritual direction, liturgical reform.
- d. Support political action to establish justice in society and its institutions.

## CRITICIM

- a. Sometimes I am said to be too intellectual, dogmatic, and formal.
- b. Sometimes I am said to be too emotional, dogmatic, and uncritical.
- c. Sometimes I am said to be escaping from the world and not realistic.
- d. Sometimes I am said to be too moralistic and crusading.

## DOMINATING THEMES

(If necessary, circle words that apply and select categories with the most circles.)

- a. Discernment, discipline, knowledge, order, grace, justification.
- b. love, conversion, witness, spontaneity, sanctification.
- c. Poverty, wisdom, humility, letting go, transcendence.
- d. Simplicity, purity of heart, action, temperance, obedience, martyrdom.

## MEMBERSHIP CRITERIA

(What you believe is necessary.)

- a. Assent to doctrine; baptism; endorsement by the group.
- b. A personal experience of God; baptism; and showing our joy.
- c. All who face Godward are incorporated in the Holy.
- d. Solidarity with humankind is membership in God's realm.

## RITUAL AND LITURGY

- a. Ritual and liturgy evoke memory and presence, teaching traditional truths.
- b. Liturgy and ritual ceremonies are not as important as some think.
- c. Ritual and liturgy are ways in which God become present to us.
- d. Ritual and liturgy are ways in which we make statements about our conviction.

## CONCEPT OF GOD

- a. God is revealed in Scripture, Sacrament, and in Jesus Christ and the cross.
- b. I can feel that God is real and that Christ lives in my heart.
- c. God is mystery and can be grasped for but never completely known.
- d. We participate in the mystery of God when we become co-creators with God in the world.

The number of

A statements= \_\_\_\_\_

B statements= \_\_\_\_\_

C statements= \_\_\_\_\_

D statements= \_\_\_\_\_

Just for fun take the spiritual types test

<http://www.upperroom.org/methodx/thelife/test.asp>

You are a \_\_\_ Sage \_\_\_ Prophet \_\_\_ Lover \_\_\_ Mystic



**MCC**  
METROPOLITAN  
COMMUNITY CHURCHES

***Pastor Name***

Board of Directors

***Church Name*** MCC

***City, State***

***Date***

Dear Ones:

It is my great pleasure to announce the appointment of ***Pastor Name*** as the new Interim Pastor of your church. After many weeks of discerning your needs and next steps, I am convinced that ***Pastor Name*** is the perfect one to lead you on this part of the journey.

With the complete confidence and affirmation of the Board of Directors of ***Church Name***, it is my great privilege to make this appointment effective on ***date*** and continuing for twelve months, with the possibility of six month extensions.

It is my hope that every single one of you will recognize this point in your history as a time for renewal, restoration and growth. It is my prayer that you will partner with ***Pastor's Name*** to make ***Church Name*** the spiritual home that has everyone talking.

I thank you for your faithfulness and patience while going through this time of transition and want you to know what a pleasure it is to serve with all of you in ministry. Please know that my help and support are always available and you are always in my heart.

Be blessed on this journey,

Rev. Elder  
MCC, Region

## **Sample Contract for Interim Pastoral Ministry Universal Fellowship of Metropolitan Community Churches**

Whereas the Interim Pastor has been appointed by the Regional Elder and approved by the **Board of Directors** of the church, and whereas the parties hereto mutually desire to build a relationship as set forth herein, and in consideration of the mutual promises, covenants, and agreements set forth herein, the church hereby employs the Interim Pastor as the spiritual leader of the church.

In keeping with the guidelines for interim ministry in the Universal Fellowship of Metropolitan Community Churches, and in order to set forth clearly the agreement for interim services between (*CHURCH'S NAME*) and the Rev. (*MINISTER*), the following compensation covenant is agreed upon:

That (*MINISTER*) will begin service as Interim Pastor on (*DATE*). This contract shall be in effect for (*NUMBER*) months beginning on (*DATE*) and ending on (*DATE*), and by mutual agreement of the Interim Pastor, the Elder, and the Board of Directors, may be extended in 3 or 6-month increments up to an additional eighteen (18) months.

- (*CHURCH*) agrees to pay an annual sum of \$\_\_\_\_\_ (\$\_\_\_\_\_ monthly) to the Interim Pastor, such amount to be apportioned between cash salary, housing allowance, deferred salary in a 403b as allowed by IRS/Country regulations, and requested by the Interim Pastor. The apportionment will be recorded in the notes of the Board of Directors in a manor that meets all legal requirements.

Should this contract be extended beyond the initial period as mentioned above, the Board of Directors will consider increasing the salary for the extended period.

- The (*CHURCH*) WILL/ WILL NOT provide major health/medical insurance and other insurance benefits.
- The (*CHURCH*) WILL/ WILL NOT pay the annual clergy contribution to the UFMCC pension Fund and the Annual Clergy Credentialing Filing Fee.
- The (*CHURCH*) WILL/ WILL NOT provide transportation, WILL/WILL NOT provide lodging, WILL/ WILL NOT provide registration fees, and WILL/ WILL NOT provide per diem to attend authorized Region (WILL/ WILL NOT), or Fellowship (WILL/WILL NOT) conferences as approved by the Board of Directors.
- The (*CHURCH*) WILL/ WILL NOT pay moving expenses in the amount of \$ \_\_\_\_\_
- The (*CHURCH*) WILL/WILL NOT provide housing for the Interim Pastor.
- The (*CHURCH*) WILL/WILL NOT pay \$ \_\_\_\_\_ of the Interim Pastor's Social Security taxes, payable to the Interim pastor in quarterly installments of \$ \_\_\_\_\_ on January 10, April 10, June 10, and September 10.

In addition, (*CHURCH*) agrees to support the work of the Interim Pastor through:

e.) Annual Compensated Time off to include the following:

Vacation: \_\_\_\_\_ days, with a maximum of three days being able to be carried over into the next twelve month period. Vacation days not taken at the end of the contract period shall be compensated for. No more than (Number) weeks may be taken consecutively without prior approval by the Board of Directors.

Holidays: 10 days - (New Year's Day, Interim Pastor's Birthday, Martin Luther King Jr. Day, Easter Day, Memorial Day, July 4th, Labor Day, Veteran's Day,

Thanksgiving Day, and Christmas Day) If pastoral duties necessitate the Interim Pastor working on any stated holiday, a compensating day off shall be taken at the Interim Pastor's discretion.

There will be no accumulation of days to be paid out at the end.

f.) As needed, a Sunday off approximately every \_\_\_\_\_ weeks.

g.) Sick days off to accrue at the rate of 8 hours per month - and if not used at the end of the contract period, not to be compensated for

h.) The Interim Pastor shall have two (2) days off from pastoral duties each week. These days, exclusive of Sunday (with the exceptions approved by the **Board of Directors** ), may be of the Interim Pastor's choosing. If pastoral duties necessitate the Interim Pastor working on any stated day off, a compensating day may be taken at the Interim Pastor's discretion.

i.) Any additional leave must receive prior approval by the **Board of Directors**.

- The (**CHURCH**) also WILL/ WILL NOT allow (**NUMBER**) weeks of paid continuing education leave annually (not accruable).
- (**NUMBER**) weeks of paid vacation annually (may be accrued to no more than (**NUMBER**) weeks at the termination of the Interim.)
- The (**CHURCH**) WILL/ WILL NOT pay Workers' Compensation and other coverage as required by State/Country law.
- The (**CHURCH**) WILL/ WILL NOT provide the following

---

---

---

---

In case of disability of the Interim Pastor because of illness or accident, (**CHURCH**) WILL/WILL NOT be responsible for the Interim Pastor's full support for the first three months of disability. This paragraph does not apply to any disability that qualifies under Workers' Compensation insurance.

This Agreement may be terminated at any time by the agreement between the Board of Directors or the Interim Pastor and the (**REGION #**) Elder upon thirty (30) days written notice for any or no reason. Following the expiration of this thirty (30) day written-notice period, all payments and reimbursements under this Agreement shall cease and no further payments or reimbursements shall be required. The region 2 Elder may terminate this contract at any time.

(**CHURCH**) and the Interim Pastor will provide copies of this agreement to the congregation as requested and to the Office of Formation and Leadership Development of UFMCC.

In witness thereof, the parties have executed this contract the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_, in (**PLACE**)

\_\_\_\_\_  
, for the Board of Directors

\_\_\_\_\_  
, Clerk of the Board of Directors

---

, Interim

## **Interim Pastor/Pastoral Leader Work Contract Sample**

**Interim Pastor:** *Pastor Name*

**Church:** *Church Name* MCC in *City, State*

**Time of Appointment:** *date - date*

**Report To:**

### **Terms of Contract:**

- It is understood that the Interim Pastor WILL NOT be invited to become a candidate or offer himself/herself for candidacy for the called position as Pastor. (Exception: Under special circumstance, the Elder of the region in consultation with the Interim Ministry Team may allow the Interim Pastor to stand for candidacy as the Settled Pastor.)
- Monthly reports concerning attendance, giving and ministry participation by the congregation will be given to Rev. Walker by the 15<sup>th</sup> of the following month.
- The goals that are set below will be reviewed with the Regional Elder and the Interim Ministry Coordinator at least once every quarter.
- It is understood that (*PASTOR'S NAME*) ultimate accountability is primarily to the Regional Elder. All personnel issues are dealt with either by the Regional Elder or in consultation with the Regional Elder and the Interim Ministry Team. The Regional Elder, has the right to terminate this contract at any time.
- The Interim Pastor will provide intentional leadership for the Five Developmental Tasks of Interim Ministry as outlined in the Guidelines for Interim Ministry as laid down by the Interim Ministry Network. These expanded tasks include but are not limited to:
  - Working with the board to determine a feasible organizational structure that builds accountable lines of authority
  - Create and lead a transition team who will be sensitive to all the needs that surround pastoral transitions
  - Establishing relationships in the larger GLBT and ecumenical community
  - Solidifying (*CHURCH'S NAME*) financial health
  - Analyzing structures, systems, covenants and relationships so as to improve the overall health and effectiveness of the church.
  - Increasing involvement in ministry
  - Facilitating ways for healing and unity to happen
  - Taking a historical audit
  - Evaluating the effectiveness of worship services and determine ways to make them more excellent.
  - Assisting congregation in discovering their unique identity.
  - Facilitating a membership and leadership audit
  - Facilitating spiritual and numerical growth
  - Preparing the church for a permanent pastor
- It is understood that the congregation of (*CHURCH'S NAME*), through forums and other means of feedback and in consultation with the Regional Elder, have identified their priorities as:

List Goals

---

---

---

---

---

---

---

- It is understood that the Interim Pastor will fulfill all the responsibilities of the pastor as set forth in the By-laws of (*CHURCH*) and those of UFMCC.
- All negotiations as to salary and benefits will be made with the (*CHURCH'S NAME*) Board of Directors.
- If the Regional Elder, in consultation with the Board and (*PASTOR'S NAME*) deems it appropriate, this appointment can be extended as needed.

The lay leadership and congregation of (*CHURCH*) agree to support and cooperate with the Interim Pastor in every way and will be responsible for the following:

- providing the Interim Pastor with a Transition Team charged with planning and program support for the tasks of interim ministry and providing regular input and feedback on the progress of the interim ministry.
- working on the Five Developmental Tasks of the Interim with the Interim Pastor as outlined above.
- supporting the ministry of (*CHURCH*) throughout the Interim through prayer, presence, gifts, and service.
- working with the Interim Pastor in establishing the timing of the eventual candidacy of the new Pastor and the termination of the Interim pastorate.
- participating in a suitable farewell for the Interim Pastor at the termination of the interim period and providing for an evaluation process at that time with the Interim by the Board of Directors.

All parties understand and agree to uphold these terms.

\_\_\_\_\_  
Regional Elder

\_\_\_\_\_  
Interim Pastor/Pastoral Leader

\_\_\_\_\_  
Vice Moderator of the Board

\_\_\_\_\_  
Date

**Compensation Contract for Provisional Pastoral Ministry**  
**Between \_\_\_\_\_ and \_\_\_\_\_ (Church)**

Whereas a Provisional part-time Pastor has been appointed by the Regional Elder and approved by the **Board of Directors** of the church, and whereas the parties hereto mutually desire to build a relationship as set forth herein, and in consideration of the mutual promises, covenants, and agreements set forth herein, the church hereby employs the Provisional Pastor as the spiritual leader of the church.

In order to set forth clearly the agreement for temporary services between (*Church*) and the Rev. (Pastor), the following compensation covenant is agreed upon:

That (*Pastor*) will begin service as Provisional Pastor on (Date). This contract shall be in effect until an Intentional Interim can be found and placed at (Church).

- (Church) agrees to pay an annual sum of \$ \_\_\_\_\_ (\$ \_\_\_\_\_ monthly) plus \$ \_\_\_\_\_ a month for housing and travel to the Provisional Pastor for (State time expectations). The apportionment will be recorded in the notes of the Board of Directors in a manor that meets all legal requirements.

Should this contract continue in force for more than one year, the Board will consider a salary increase.

This represents the extent of the financial compensation agreed to by (Pastor) and (Church).

In case of disability of the Provisional Pastor because of illness or accident, (*Church*) will/ will not be responsible for the Provisional Pastor's full support for the first three months of disability. This paragraph does not apply to any disability that qualifies under Workers' Compensation insurance.

This Agreement may be terminated at any time by the agreement between the Board of Directors or the Provisional Pastor and the REGION \_\_\_ Elder upon thirty (30) days written notice for any or no reason. Following the expiration of this thirty (30) day written-notice period, all payments and reimbursements under this Agreement shall cease and no further payments or reimbursements shall be required. The region \_\_\_ Elder may terminate this contract at any time.

(*Church*) and the Provisional Pastor will provide copies of this agreement to the congregation as requested and to the Office of Formation and Leadership Development of UFMCC.

In witness thereof, the parties have executed this contract the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_, in

\_\_\_\_\_

\_\_\_\_\_  
, for the Board of Directors

\_\_\_\_\_  
, Clerk of the Board of Directors

\_\_\_\_\_  
, Provisional Pastor



**Addendum to Interim Pastoral Ministry Compensation Contract  
Between \_\_\_\_\_(Church) and \_\_\_\_\_(Pastor)**

Whereas the Interim Pastor has been appointed by Regional Elder \_\_\_\_\_ and approved by the **Board of Directors** of the church, and whereas the contract agreed upon was in force from (Date of beginning contract), this contract shall serve as an extension of said contract and the duties and terms will remain the same unless noted below.

- That (*Pastor*) will continue to serve as Interim Pastor. This contract extension shall be in effect until \_\_\_\_\_(Date) or the church calls a settled pastor, which-ever occurs first.
- *The (church)* agrees to the payment of an annual sum of \$\_\_\_\_\_. (\$\_\_\_\_\_ monthly) to the Interim Pastor, such amount to be apportioned between cash salary, housing allowance, deferred salary in a 403b as allowed by IRS/Country regulations, and requested by the Interim Pastor. The apportionment will be recorded in the notes of the Board of Directors in a manner that meets all legal requirements.
- Other additions or changes:

*(Church)* and the Interim Pastor will provide copies of this agreement to the congregation as requested and to the Office of Formation and Leadership Development of UFMCC.

In witness thereof, the parties have executed this contract the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_, in \_\_\_\_\_.

\_\_\_\_\_  
, for the Board of Directors

\_\_\_\_\_  
, Clerk of the Board of Directors

\_\_\_\_\_  
, Interim Pastor

## SAMPLE INTERIM PROCESS PLAN AND TIMELINE

The Interim Program is **outcome based**. The job of the Interim is to lead the church through a series of experiences over a period of time that **will increase the congregation's awareness of its current realities and enlarge its understanding of the possibilities for the future**, resulting in a much clearer picture of what is really needed of the next Pastor and facilitate the best possible match in finding the right candidate.

**Create a list of activities, procedures, or events with projected completion dates which will address each step.**

### Pastoral Transition Process and Timeline

**Step 1: Designate a five-person transition team to support the process through completion of the timeline. (DATE)**

- The purpose of the transition team will be to facilitate healing, renewal and preparation for the future leading to the recruitment and presentation of a candidate for the new Pastor.
- Composition of the transition team shall consist of Interim Pastoral Leader, the Regional Elder, 1 but no more than two members of the Board of Directors and 1-2 members selected by the church or appointed by the board..

**Step 2. Coming to terms with our history and understanding our current realities. (DATES)** Possible activities:

- Have people write good memories in the life of the church on one color 3 by 5 card and difficult, sad, or hurtful memories on another color card. Take a roll of paper and place it around the wall and label it as a time line. Have people take their cards to appropriate time. After people have placed their cards and had time for every one to read all the others. Take them down and take them outside and burn them as an offer to God "letting go" of the good and the difficult and covenanting with God to create new memories that will glorify God and build up the church.
- Tell the church's story: use bulletin board or paper rolls: Mark off years/periods and allow people to add memories. For a tech savvy church, create a tell your story section or blog on the website. Be sure to use monitoring before allowing stories to go up.
- Identify and celebrate important moments and accomplishments in the church' history. Create a video of pictures with music. Have people share the pictures they have. This could be a source of financial gain.
- Create a scrapbook together. Each person can create a page.
- Create Banners together picturing important moments and accomplishments.
- Provide a grief workshop or study series. (Serendipity has two good studies on grief that are 6-13 weeks long depending on how you choose to proceed.) Provide for safe ventilation of feelings.
- Hold a Change Cycle Workshop (See Rev. Elder Brock) to help people address and move through changes in a healthy manner.
- Conduct a healthy Conflict Management Workshop. (A good assessment tool of conflict management style can be found in *Discover Your Conflict Management Style* by Speed B Leas from Alban Institute.)
- Hold small-group meetings to reminisce and ventilate feelings.
- List the strengths and weaknesses of previous pastors. People should be encouraged to offer one of both.

- Listen and teach listening skills.
- Update files, records, resource and members lists
- Institute the Bible Study: “Bible Studies for the Journey” page 146 of *Temporary Shepherds* that addresses all five developmental tasks.

**Interim Pastor should analyze the progress of the congregation’s resolution or non-resolution of their history.** (Non-resolution symptoms and resolution indicators can be found on page 167 of *Temporary Shepherds*.)

**Step 3: Lead the congregation progressively through a series of events that will help build a clear sense of identity and purpose that is widely shared and owned.** (DATES) Suggested activities:

- Conduct a small group series on “The Purpose-Driven Church” to create dialogue and consideration of the purpose of this church.
- Conduct a series of experiences during the seasons of Advent and Lent to explore and experience various dimensions of congregational identity and purpose.
- Conduct the “Growing a Healthy Church” Workshop (See Rev. Walker)
- Hold cottage meetings and talk about who they are and who they want to become.
- Create and conduct surveys on “wants” and “needs”. Make them easy to manage and cover one area at a time, i.e. one on worship, one on outreach, one on Christian Education, etc.
- Create program and resource assessments.
- Review or write the church’s goals and objectives in a Church Planning Retreat. Spend a day or even a weekend together. Begin with dreams. Move to reality of what can happen to prioritizing what they want to happen in the next year to plans for how to make it happen.
- Lead a study on the book *Discover Your Spiritual Type* by Corine Ware. The assessment tool can be used to identify the spiritual types of individuals as well as churches. This will help find the areas that need to be in balance and when they begin looking for a settled pastor.
- Continue second phase of Bible Study in *Temporary Shepherds*.

**Interim Pastor should analyze the progress of the congregation’s resolution or non-resolution of their building new and clear sense of identity.** (Non-resolution symptoms and resolution indicators can be found on page 168-169 of *Temporary Shepherds*.)

**Step 4: Managing Leadership Changes** (DATES) purpose is to foster healthy, realistic, and open decision making; wide ownership of decisions and management of conflict to promote unity; and to establish on-going leadership development. Suggested Activities:

- Assess leadership needed to reach the interim goals and recruit leaders.
- Assess and affirm lay leader’s different styles and talents. (MCC Spiritual Gifts test and other indicator tools.)
- Teach conflict management and resolution skills if not already offered.
- Rethink process of developing leadership and lengths of terms of office: write job descriptions.
- Recognize and celebrate leaders going out of office.
- Seek input on decisions and share information widely.

**Interim Pastor should analyze the progress of the congregation's resolution or non-resolution of managing leadership changes.** (Non-resolution symptoms and resolution indicators can be found on page 170 of *Temporary Shepherds*.)

**Step 5: Review Denominational Linkage** (Create healthy partnership with the denomination.)

- Make use of denominational resources: staff programs, facilities, literature, training, retreats, etc.
- Give clear information about MCC's expectations, requirements, resources, and programs.
- Identify common interests of church and denomination.
- Identify and affirm church members who hold denominational positions.
- Allow for ventilation of feelings about the denomination.
- Have denominational ministries and programs highlighted in newsletters, bulletins and moments in worship.

**Interim Pastor should analyze the progress of the congregation's resolution or non-resolution of denominational linkages.** (Non-resolution symptoms and resolution indicators can be found on page 171-172 of *Temporary Shepherds*.)

- **Important: Until the Congregation and the Interim Pastor can show effective completion of Steps 2 through 5, with a list of dates, activities and a written analysis, the congregation should not be encouraged to move to Step 6. Successful completion is assessed when the Board and Interim pastor determine that the major portion of the congregation can score "most of the time" to "always" on the resolution behaviors suggested by Temporary Shepherd and outlined on the PSRI (Pastoral Search Readiness Inventory).**

**Step 6: Building commitments for new directions in ministry. (DATE)**

- Select the Pastoral Search Committee (or Team). (DATE)
- Agree on the Pastoral Search Process. (DATE)
- Conduct congregational surveys and forums. (DATE)
- Recruit candidate. (DATE)
- Candidate and select new pastor. (DATE)

**Somewhere near the end of step 6, the Interim time will come to a healthy end. Suggested activities:**

- Plan for the start up period with the new pastor.
- Bring good closure to the Interim time.
- Interim share insights with incoming pastor.
- Make sure transition rituals are in place.
- Complete the exit interview with Interim conducted by the Office of Leadership Development.
- Complete evaluation of Interim by Church Board of Directors.

**The best scenario would be that one month elapse between the leaving of the Interim and the arrival of the new pastor.**

## Template for Interim Process Plan and Timeline

The Interim Program is **outcome based**. The job of the Interim is to lead the church through a series of experiences over a period of time that **will increase the congregation's awareness of its current realities and enlarge its understanding of the possibilities for the future**, resulting in a much clearer picture of what is really needed of the next Pastor and facilitate the best possible match in finding the right candidate.

**Create a list of activities, procedures, or events with projected completion dates in order to guide the church through their developmental tasks.**

### Pastoral Transition Process and Timeline

**Step 1: Designate a five-person transition team to support the process through completion of the timeline. (DATE)**

- The purpose of the transition team will be to facilitate healing, renewal and preparation for the future leading to the recruitment and presentation of a candidate for the new Pastor.
- Composition of the transition team shall consist of Interim Pastoral Leader, the Regional Elder, 1 but no more than two members of the Board of Directors and 1-2 members selected by the church.

**Step 2. Coming to terms with our history and understanding our current realities. (DATES) Activities:**

---

---

---

---

---

**Interim Pastor should analyze the progress of the congregation's resolution or non-resolution of their history.** (Non-resolution symptoms and resolution indicators can be found on page 167 of *Temporary Shepherds*.)

**Step 3: Lead the congregation progressively through a series of events that will help build a clear sense of identity and purpose that is widely shared and owned. (DATES) Activities:**

---

---

---

---

---

---

**Interim Pastor should analyze the progress of the congregation’s resolution or non-resolution of their building new and clear sense of identity.** (Non-resolution symptoms and resolution indicators can be found on page 168-169 of *Temporary Shepherds*.)

**Step 4: Managing Leadership Changes (DATES)** purpose is to foster healthy, realistic, and open decision making; wide ownership of decisions and management of conflict to promote unity; and to establish on-going leadership development. Activities:

---

---

---

---

---

**Interim Pastor should analyze the progress of the congregation’s resolution or non-resolution of managing leadership changes.** (Non-resolution symptoms and resolution indicators can be found on page 170 of *Temporary Shepherds*.)

**Step 5: Review Denominational Linkage** (Create healthy partnership with the denomination.)  
Activities:

- Make use of denominational resources: staff programs, facilities, literature, training, retreats, etc.
- Give clear information about MCC’s expectations, requirements, resources, and programs.
- Identify common interests of church and denomination.
- Identify and affirm church members who hold denominational positions.
- Allow for ventilation of feelings about the denomination.
- Have denominational ministries and programs highlighted in newsletters, bulletins and moments in worship.

**Interim Pastor should analyze the progress of the congregation’s resolution or non-resolution of denominational linkages.** (Non-resolution symptoms and resolution indicators can be found on page 171-172 of *Temporary Shepherds*.)

- **Important: Until the Congregation and the Interim Pastor can show effective completion of Steps 2 though 5, with a list of dates, activities and a written analysis, the congregation should not be encouraged to move to Step 6. Successful**

**completion is assessed when the Board and Interim Pastor determine that the major portion of the congregation can score “most of the time” to “always” on the resolution behaviors suggested by Temporary Shepherd and outlined on the PSRI (Pastoral Search Readiness Inventory).**

**Step 6: Building commitments for new directions in ministry. (DATE) Activities:**

- Select the Pastoral Search Committee (or Team). (DATE)
- Agree on the Pastoral Search Process. (DATE)
- Conduct congregational surveys and forums. (DATE)
- Recruit candidate. (DATE)
- Candidate and select new pastor. (DATE)

**Somewhere near the end of step 6, the Interim time will come to a healthy end. Suggested activities:**

- Plan for the start up period with the new pastor.
- Bring good closure to the Interim time.
- Interim share insights with incoming pastor.
- Make sure transition rituals are in place.
- Complete the exit interview with Interim conducted by the Office of Leadership Development.
- Complete evaluation of Interim by Church Board of Directors.

**The best scenario would be that one month elapse between the leaving of the Interim and the arrival of the new pastor.**



## Interim Pastor's Monthly Report for Church \_\_\_\_\_

The following information is submitted by \_\_\_\_\_, Interim Pastor to the  
Region \_\_\_\_ Elder for the month of \_\_\_\_\_, 2009. Send copy to CTIM also.  
[RevMargaretWalker@mccchurch.net](mailto:RevMargaretWalker@mccchurch.net)

**Current Membership** \_\_\_\_\_

**Total Worship attendance for the month** \_\_\_\_\_

### Finances

**Total Income (not designated)** \_\_\_\_\_

**Actual expenses** \_\_\_\_\_

**Monthly Budget Amount** \_\_\_\_\_

The primary mission of an Interim Pastor is to lead the congregation through the five developmental tasks as indicated in the Network Interim Training Program and the book, *Temporary Shepherds*. The five tasks are listed below. Please assess your church's progress on a scale of 1-5, with "1" indicating that they are open and starting the process, "3" about halfway there, and "5" finished. Also list activities, events, and observations geared toward the successful completion of each developmental task that were implemented or accomplished **THIS month**.

**Task 1: Coming to terms with history** Numerical score \_\_\_\_\_

**This month's activities, events, and observations:**

**Task 2: Develop a clear sense of identity and purpose** Numerical score \_\_\_\_\_

**Activities, events, and observations**

**Task 3: Managing leadership changes** Numerical score \_\_\_\_\_

**Activities, events, and observations**

**Task 4: Creating healthy denominational linkage** Numerical score \_\_\_\_\_



## Activities, events, and observations

**Task 5: Building commitments for new directions**      **Numerical score** \_\_\_\_  
**Activities, events, and observations**

The interim pastor is also expected to oversee the day to day running of the church, perform normal pastoral duties, and empower the laity to serve in diverse capacities. Score the growth of the church in each area below on a scale of 1-5, with "1" being poor, "3" average but improving, "5" excellent."

**Worship: Numerical Assessment** \_\_\_\_  
\_\_\_\_ Would like to discuss on our call

**Board of Directors: Numerical Assessment** \_\_\_\_  
\_\_\_\_ Would like to discuss on our call

**Financial Issues: Numerical Assessment** \_\_\_\_  
\_\_\_\_ Would like to discuss on our call

**Programs and Outreach: Numerical Assessment** \_\_\_\_  
\_\_\_\_ Would like to discuss on our call

**Overall health and vitality: Numerical Assessment** \_\_\_\_  
\_\_\_\_ Would like to discuss on our call

**Comments (optional)**

# Provisional Pastor's Monthly Report for Church \_\_\_\_\_

The following information is submitted by \_\_\_\_\_, Provisional Pastor to the  
Region \_\_\_\_ Elder for the month of \_\_\_\_\_, 2009. Send copy to CTIM also.  
[RevMargaretWalker@mccchurch.net](mailto:RevMargaretWalker@mccchurch.net)

**Current Membership** \_\_\_\_\_

**Total Worship attendance for the month** \_\_\_\_\_

## Finances

**Total Income (not designated)** \_\_\_\_\_

**Actual expenses** \_\_\_\_\_

**Monthly Budget Amount** \_\_\_\_\_

The Provisional Pastor is expected to oversee the day to day running of the church, perform normal pastoral duties, and empower the laity to serve in diverse capacities until and Intentional Interim or Settled Pastor is in place . Score the growth of the church in each area below on a scale of 1-5, with "1" being poor, "3" average but improving, "5" excellent."

**Worship: Numerical Assessment** \_\_\_\_\_

\_\_\_\_ Would like to discuss on our call

**Board of Directors: Numerical Assessment** \_\_\_\_\_

\_\_\_\_ Would like to discuss on our call

**Financial Issues: Numerical Assessment** \_\_\_\_\_

\_\_\_\_ Would like to discuss on our call

**Programs and Outreach: Numerical Assessment** \_\_\_\_\_

\_\_\_\_ Would like to discuss on our call

**Overall health and vitality: Numerical Assessment** \_\_\_\_\_

\_\_\_\_ Would like to discuss on our call

**Comments (optional)**

## Mid Process Assessment

Church: \_\_\_\_\_

Interim Pastor: \_\_\_\_\_

Date: \_\_\_\_\_

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

Your Position in the Congregation \_\_\_\_\_

In which of the following do you usually participate?

\_\_\_ Weekly worship \_\_\_ Committee work \_\_\_ Board Member \_\_\_ Other \_\_\_\_\_

On average, how often did you have contact with the interim pastor? \_\_\_ 2-3 times a week (or more)

\_\_\_ once a week \_\_\_ 2-3 times a month \_\_\_ once a month \_\_\_ other

Rating Scale: 1. Unacceptable

2. Poor

3. Adequate

4. Well

Please give your evaluation using the scale above.

1. Has the interim pastor interpreted the purpose and tasks of the interim period for the congregation ?

\_\_\_\_\_

2. Has the interim pastor encountered any conflict situations? \_\_\_ Yes \_\_\_ No How well did the interim pastor deal with the situations? \_\_\_\_\_

3. Rate the interim pastor's performance in the following:

a. Preaching and conduct of worship \_\_\_\_\_

b. Pastoral oversight \_\_\_\_\_

c. Administration (work with boards and committees) \_\_\_\_\_

The following questions relate to the five developmental tasks. How is the interim pastor leading the congregation in:

4. Coming to terms with history: acting on the realization that the former pastor has departed; that the relationship can never be the same again and that a new relationship will be accepted; supported the grief process; celebrated past and dealt with issues resulting from the congregation's history, \_\_\_\_\_

5. Establishing a new identity: claiming a new awareness that is independent of the previous pastor \_\_\_\_\_
6. Shifts in leadership: constructively allowing alternative or new congregational leadership to come forward \_\_\_\_\_
7. Rethinking denominational ties: seeing the denomination as a potential resource and support rather than an adversary \_\_\_\_\_
8. Commitment to new leadership: wholeheartedly supporting the search for a called pastor \_\_\_\_\_
9. As you look at the church and the tasks rated in questions 4 through 7, where would you place the majority of the church? \_\_\_\_\_

Thank you for sharing in this process. Your input will help us improve the interim process and make our churches stronger and healthier.

Love in Christ,

Rev. Margaret Walker  
Coordinator of Transitional and Interim Ministry  
Metropolitan Community Church  
Abilene, Texas

## Final Evaluation Form for the Interim Process

Church: \_\_\_\_\_

Interim Pastor: \_\_\_\_\_

Date: \_\_\_\_\_

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

Your Position in the Congregation \_\_\_\_\_

In which of the following do you usually participate?

\_\_\_ Weekly worship \_\_\_ Committee work \_\_\_ Board Member \_\_\_ Other \_\_\_\_\_

On average, how often did you have contact with the interim pastor? \_\_\_ 2-3 times a week (or more)  
\_\_\_ once a week \_\_\_ 2-3 times a month \_\_\_ once a month \_\_\_ other

Rating Scale: 1. Totally unacceptable

2. Poorly done

3. Adequately done

4. More than adequate/we learned things that will help us in the future

5. Exceeded my wildest expectations

Please give your evaluation using the scale above.

1. How well did the interim pastor interpret the purpose and tasks of the interim period? \_\_\_\_\_

2. How well did the interim pastor help the church fulfill those tasks? \_\_\_\_\_

3. How well did the interim pastor deal with conflict situations? \_\_\_\_\_

4. How well did the interim pastor relate to other members of the church staff? \_\_\_\_\_

5. Rate the interim pastor's performance in the following:

a. Preaching and conduct of worship \_\_\_\_\_

b. Pastoral oversight \_\_\_\_\_

c. Administration (work with boards and committees) \_\_\_\_\_

The following questions relate to the five developmental tasks. How did the interim pastor help/guide/lead the congregation in:

6. Coming to terms with history: acting on the realization that the former pastor has departed; that the relationship can never be the same again and that a new relationship will be accepted; supported the grief process; celebrated past and dealt with issues resulting from the congregation's history, \_\_\_\_\_

What can you point to as evidence that the task was done?

What could the interim pastor have done differently to help?

7. Establishing a new identity: claiming a new awareness that is independent of the previous pastor \_\_\_\_\_

What can you point to as evidence that the task was done?

What could the interim pastor have done differently to help?

8. Shifts in leadership: constructively allowing alternative or new congregational leadership to come forward \_\_\_\_\_

What can you point to as evidence that the task was done?

What could the interim pastor have done differently to help?

9. Rethinking denominational ties: seeing the denomination as a potential resource and support rather than an adversary \_\_\_\_\_

What can you point to as evidence that the task was done?

What could the interim pastor have done differently to help?

10. Commitment to new leadership: wholeheartedly supporting the newly called pastor \_\_\_\_\_

What can you point to as evidence that the task was done?

What could the interim pastor have done differently to help?

On the process:

11. Using the same rating scale how would you rate the support, guidance, etc. that you received in the process of getting an interim on board. \_\_\_\_\_

Comments:

12. Describe the impact you feel that the interim ministry made on the life of your church?

Thank you for sharing in this process. Your input will help us improve the interim process and make our churches stronger and healthier.

Love in Christ,

Rev. Margaret Walker  
Coordinator of Transitional and Interim Ministry  
Metropolitan Community Church  
Abilene, Texas

## **Completion Interview Form**

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

Church Served: \_\_\_\_\_

Date Interim Assignment Ended: \_\_\_\_\_

Date of Completion Interview: \_\_\_\_\_

What did you find most satisfying about your Interim Ministry?

What did you find the most challenging?

Make a list of unresolved issues. Please give any suggestions you have to move the congregation forward on these issues. Is there anything that the incoming pastor needs to know?

What would you change about the process?

What additional training (i.e. Conflict Management, The Change Cycle) do you think should be added to the core Interim Network Program to improve its success in MCC?

Did you receive adequate supervision, support, and feedback?

What improvements could have been made to the supervision, support, and feedback to have made it more constructive for you personally?

Were there any policies or procedures that made your work more difficult?

Describe specific activities, events, or services that helped your congregation move forward with the five developmental tasks.

Which one of the five process tasks of the Interim created the most challenge?

Was your work what you expected? If not, how was it different?

How has this experience helped you to grow professionally and spiritually?

Would you accept another assignment? Why or why not?

Date you will be ready for assignment: \_\_\_\_\_

May God continue to bless you abundantly as you serve. You are a very important piece in creating the health and well-being of our churches. Thank you for your willingness and the sacrifices you make.



Love and affection,  
Rev. Margaret Walker  
Coordinator of Transitional and Interim Ministry  
Office of Leadership Development  
Metropolitan Community Churches  
Abilene, Texas

Suggestions for administration and scoring of Pastoral Readiness Inventory are on page 3.

## Pastoral Search Readiness Inventory

Score the following based on the behavior of the majority (75%) of the congregation.

1. Congregation members live in the present while accepting the past.

Always  Most of the Time  Half the Time  Almost Never  Never

2. Congregation has moved through the grief process and attained closure of relationship with the previous pastor.

Always  Most of the Time  Half the Time  Almost Never  Never

3. Membership, attendance, giving, and participation has stabilized or is beginning to increase.

Always  Most of the Time  Half the Time  Almost Never  Never

4. Members are open to change and ready to try new ideas.

Always  Most of the Time  Half the Time  Almost Never  Never

5. Members are asking process questions like: Where are we going? What do we do now?

Always  Most of the Time  Half the Time  Almost Never  Never

6. There is investment in current and future issues; a new mission statement.

Always  Most of the Time  Half the Time  Almost Never  Never

7. There is healthy humor present.

Always  Most of the Time  Half the Time  Almost Never  Never

( Unsure? Another approach might be to check alternate/ non resolution behaviors that include continuing to dwell on the past; being stuck in grief, anger, denial, guilt, and alienation; declining membership, giving, and participation; unwillingness to consider the “why” of traditions; the “ghosts of pastors past” blocking openness to new and different leadership; trying to clone the previous pastor or find his or her opposite. )

8. The focus of the church is on the present or the future.

Always  Most of the Time  Half the Time  Almost Never  Never

9. Members are willing and eager to do self-assessment.

Always  Most of the Time  Half the Time  Almost Never  Never

10. The congregation faces reality; affirms its true identity.

Always  Most of the Time  Half the Time  Almost Never  Never

11. There is growing excitement about the congregation's envisioned future.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

12. Questions asked by congregation are What happens next? How can we help?  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

13. There is a spirit of inclusiveness and outreach.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

14. The church experiences a rising trust level, humor, and patience in the process.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

(Unsure? Check alternate/ non resolution behaviors: focus on past; resistance to self study; blaming, emphasis on what's wrong; negative criticizing; low trust level, lack of authentic sharing; identity confusion; involvement with previous pastor; maintain old programs even when they don't fit needs; want to rush through the interim process and move to pastoral search.)

15. There is an interdependency present; readiness to work together; volunteers come forward.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

16. The focus is on win-win decisions.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

17. There are clear decisions by church leadership with follow-through.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

18. There is election, acceptance, and support of new leaders.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

19. Both new and old leaders are involved in programming and decisions.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

20. Conflicts and differences are dealt with openly.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

(Unsure? Alternate/non resolution behaviors include: division, destructive sub-grouping, competition, avoidance; power plays; making end runs around the process; win-lose decisions; decisions are unclear, aren't carried out, fall apart; search committee becomes power center, no communication to congregation; secret meetings, self-authorized decisions, gossip, and rumors; exclusiveness, avoidance of conflict.)

21. There is a willingness to accept and use help and resources from the denomination.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

22. There is appreciation for the denomination's traditions and mission.  
\_\_\_ Always \_\_\_ Most of the Time \_\_\_ Half the Time \_\_\_ Almost Never \_\_\_ Never

23. There is stable or increased giving to the denomination in terms of dollars and people.

Always  Most of the Time  Half the Time  Almost Never  Never

(Unsure? Alternate/non resolution behaviors include: resistance to denominational requests or suggestions; criticism of denominational personnel and programs; failure to meet pledges and budgets; “we-they” outlook.)

24. A vision of clarity and consensus on leadership style desired of the new pastor has begun to emerge.

Always  Most of the Time  Half the Time  Almost Never  Never

25. There is evident energy.

Always  Most of the Time  Half the Time  Almost Never  Never

(Unsure? Alternate/non resolution behaviors include: anxiety and rushing the search process; trying to hire the interim as permanent pastor; unrealistic or unclear expectations of the new pastor; inability to agree on the choice of a new pastor; low energy level, lack of humor; failure to issue a call; discouragement with search process.)

Remove these instructions before giving a copy to your Board to complete.

Suggested procedure:

This readiness inventory can be given as a whole or in parts. It could also be given at the beginning of the Interim’s assignment in order to give the church and the Interim a clearer view of the focus of the work ahead. The Board and the Interim would be the natural group to take the inventory as they have their fingers on the pulse of the church. (The Regional Elder and the Coordinator of Transitional and Interim Ministry would be involved in the analysis.)

Until the consensus of the leadership (Board of the church, Interim, Elder, and the Coordinator of Transitional and Interim Ministry) is that the majority of the church scores in the “most of the time” range, especially on questions 1-19, it is best to continue to work on the developmental tasks that have not been attained. Return to the sample transition process document and add more of the suggested activities. *Moving to the search process before the tasks are completed defeats the purpose of the Interim process.*

Analysis:

Questions 1-7 focus on Developmental Task One in *Temporary Shepherds*, coming to terms with history.

Questions 8-14 focus on Developmental Task Two in *Temporary Shepherds*, discovering a new identity.

Questions 15-19 focus on Development Task Three in *Temporary Shepherds*, leadership changes during Interim.

Questions 20-23 focus on Developmental Task Four in *Temporary Shepherds*, renewing denominational connections.

Questions 24-25 focus on Developmental Task Five in *Temporary Shepherds*, commitment to new directions in ministry.