Staff or Pastor Parish Relations Committee (S/PPRC) Training Outline

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Note: This training is available on our District Website as an audio file. This handout is also available for printing. Other articles (such as the Trinity and the Church) are also posted.
SECTION ONE
General Guidelines for S/PPRC

1. **Key Scriptures for S/PPRC**

   - Romans 12:6-13 (The Message/spirit of a PPRC)
   - Ephesians 4:1b-4 (unity in Spirit)
   - Matthew 18:15-17 (handling conflict)
   - Matthew 6:33 (the main thing at salary time)
   - 1 Timothy 5:17-20 (compensation)
   - Acts 2:42-47 (the early church)
   - Philippians 4:4-9 (attitude toward pastor)
   - Your Pastor’s life verse(s)

2. **Membership**

3. **Northeast District Structure** (how did we get from 15%+ to 11%?)

   - Conference District Superintendent – 70 Full Time Churches and Pastors who Itinerate
     General Supervision and Strategy, Parkview Hospital Board
   - Associate District Superintendent Wes Brookshire – 35 Part Time Churches/Pastors, US 9 Counties
dCOM, Lay Speakers
   - Associate District Superintendent Steve Burris – 35 PT Churches/Pastors, Ohio Counties & Wells
     Building and Location, Missions, Heritage Board
   - District Assistant Sherry Fulbright – all communication, benefits, reports (Charge Conference,
     End of Year, Vital Congregations, everything else)
   - Church Development – Ed Fenstermacher

4. **Effective Patterns for S/PPRC**

   A. Meet regularly and often. Meet monthly in the first year, every two months the second year; quarterly after that.
   B. Prepare for meetings
      - Open with devotions. Consider using the scriptures in Section 1.
      - Have an agenda
      - Stay focused on agenda and identify topics for future meetings
      - Allow adequate time
   C. Establish partnership with pastor
      - Keep pastor informed
      - Take pastor into confidence
      - “We are in this together” attitude
      - Provide support and understanding
   D. Confidentiality
   E. Help the Pastor know who the gatekeepers are. Who are the real leaders?
   F. Dealing with Anonymous
      - "stand in the gap" re anonymous feedback
      - PPRC shouldn't heighten anxiety in staff by telling staff "we have anonymous complaints but can't tell you what it is..."
      - If PPRC person believes there is validity to the feedback, they should encourage person to go directly to staff person
      - if person chooses not to, they can be told "I will take information, and the staff person will be in touch with you" indicating that the name will be passed on
if person insists on anonymity, they are to be told "we don't do that; Matthew 18:15-17"
if the PPRC person believes that their complaint is without merit, they should instruct the person so, eg, "The staff person is doing what we have agreed as a team...."
If the PPRC person believes the complaint has merit, they can bring it to the meeting with "I" language: "I believe that we need to look at ....... 

5. Ineffective Patterns for S?PPRC
A. Conduct annual evaluations only (or none)
B. Withholds regular feedback
C. Let issues build too long
D. Utilize the Uriah maneuver
E. Related to salary and appointment decisions more than growth
F. **Triangle** staff instead following Matthew 18:15-17. Multiple Staff wisdom:
G. Allow too little time and care
   • Insufficient time to do task well
   • Insufficient care in getting input and preparing for ministry evaluation
   • Evaluates only the pastor (should also evaluate ministry of parish)
H. Behave unfairly
   • Use unhealthy family system based model for your work rather than Romans 12:6-13
   • Bring unevaluated complaints, giving all sources equal credibility
   • Bring anonymous complaints
   • Evaluation includes statements like “everybody says”; use names!
   • Don’t put issues into perspective

The Indiana Conference Human Resources Committee is pleased to offer to the churches of the Indiana Conference an adapted version of the Conference’s employee handbook. This version of the conference handbook has been edited for use by local churches and titled Local Church Personnel Handbook. It is in Word and will allow individual churches to personalize the handbook for their church.

The handbook has been reviewed by several HR professionals and local church pastors, as well as Conference leaders. We have been careful to distinguish between policies of the Conference and policies of the local church. This document is available for your church’s adaptation and use.

Disclaimer: The Indiana Conference of the United Methodist Church has made a sample employee handbook available to its member churches for each church’s consideration as to the appropriateness of using the sample or a revised version. The decision of whether to utilize a handbook is solely that of each church as each church is a separate legal entity from the Conference and, therefore, acts separately in regard to employees' terms and conditions of employment. If you require advice concerning the appropriateness of the use of an employee handbook, the Conference suggests that you contact a competent legal professional for advice.

http://www.inumc.org/pages/detail/606
SECTION TWO

Guidelines for Meetings & Salaries

1. The S/PPRC and the Administrative Seasons:

During the first year in a new appointment, we suggest meeting more often.
Suggestions:
- First year: monthly (clarify roles, orientation to pastor and congregation)
- Second-third year: every other month
- Third-fourth year and beyond: quarterly

First Quarter (Jan-Mar)
- Introduce new members to the purpose of the S/PPRC
- Chairperson and new members of S/PPRC January training
- Ready the Evaluation of Ministry process (see Section Four) for Lay Staff, Church and Clergy
- If you are experiencing a change of pastor/leader, the DS will initiate the process (see Fourth quarter below) during the first and/or second quarters.
- Ask pastor and staff about their prayer needs, and set up a prayer support group
- Are there any candidates for Ministry?

Second Quarter (Apr-June)
- Finish and sign evaluation of Ministry forms, submit to supervising District Superintendent
- Review staff and clergy continuing education and training plans
- Are there any candidates for ministry?

Third Quarter (July – September)
- Check up on progress for church and pastor on evaluation plans
- Prepare to make your recommendation to your Finance Committee and/or Administrative Council for clergy and staff salaries, in preparation for Charge Conferences, usually held in October and November.
- Plan for October Pastor Appreciation Month
- Are there any candidates for Ministry?

Fourth Quarter (October – December)
- Check up on progress for church and pastor on evaluation plans
- Prepare for process of Appointment Consultation Form (see page 18) to be sent to the DS by December 7.
- Prepare for Christmas recognition for Pastor/Staff
- Are there any candidates for Ministry?
2. **Suggested Meeting Agenda** (suggested 90 minutes; 2 hours in crisis)

1. Scripture and Discussion

2. Prayer needs for Pastor, Staff
   - Protection for family
   - Protection for their faith walk (avoid evil)
   - Fruitful as a pastor (do good)
   - Grow in love with Christ (holiness)
   - Prosper – wise steward

3. Celebrations – what is going well for Staff and Congregation
   - Special kudos?

4. Review process on Pastor AND Congregational Goals and Assessment (See Section 4)
   - What has the pastor done well in ministry? What has improved?
   - If the pastor could change one thing to most improve ministry, what would it be?
   - How can we help this happen?
   - Move to feedback of the church. (Use one of Evaluation of Ministry worksheets.)
   - What has the church done well in ministry? What has improved?
   - If the church could change one thing to most improve ministry, what would it be?
   - How can we help this happen?
   - What is the key focus of ministry for the church for the next few months for the sake of the Mission?

5. How are we doing on Vital Congregation Goals?

6. Check the annual calendar for responsibilities (Salary, Appointment, etc)

7. Decision: What, if anything, do we need to report to the Ad Council or other Committee?
   - What, if anything, do we need to communicate to the congregation?
   - When will we do this?
   - Who will do this?

8. Set next meeting.

3. **Making a salary recommendation**

   A. **Determine the Stewardship health of your congregation: SEE STEWARDSHIP WORKSHEET on page 7**
      a. Determine your income to meet all your operating needs (Building Maintenance, Missions, Staff, Program, Administration, Tithe, Debt Retirement, etc. Do not include a three year Capital Campaign, Tuition programs like pre-school, bequests, or pass through money, such as a bunch of guys buying tickets together to go to Promise Keepers.)
      b. How does this figure compare to your average Worship Attendance?
         1. Lower stewardship churches will average $1,000 or less a year times attendance.
         2. Medium stewardship churches will average $1,250 a year times attendance.
         3. Higher stewardship churches will average $1,500 or more a year times attendance.
B. As a rule, churches should anticipate spending between 50% and 60% on total staff compensation.
   Why? Churches that spend less tend to over-stretch staff, not show appreciation, and run up a cash balance, becoming a bank. Meetings include discussions on how to invest the surplus.
   Why? Churches that exceed the 60% rule tend to not have enough to pay their tithe, they defer maintenance, do not give to missions, or have money for program. Meetings tend to deal with arguments over a shortage of funds. When the oats run low, the horses start to nibble on each other.

C. Is this a hard and fast rule?
   a. Reasons to go lower: high building debt, high maintenance & utility costs on an aging building.
   b. Reasons to go higher: Very small and very large churches tend to go higher. You might decide for strategic reasons that it is important to “stretch” for a season to include a new staff person, such as a Youth Minister, praying you grow into it.

D. General Trends:
   a. A church needs to receive $100,000 to $120,000 to afford one full time pastor.
   b. It takes between 250 and 350 in worship to add the next full time program staff.
   c. Churches usually do not add a second Episcopal appointment until over 400 in worship.
      Check 1 Timothy 5:17-20

E. 2013 Required Minimums:
   Full Elder, Full Time: 38,320
   Probationer Elder, Full Time: 37,043
   Local Pastor, Full Time: 35,127
   Direct Bill Health Insurance: $1,061 per month, $12,732 per year

<table>
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<tr>
<th>Minimum Compensation Guidelines for Part Time Local Pastors 2013</th>
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<tr>
<td>Category</td>
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<tr>
<td>Worship Att</td>
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<td>Salary*</td>
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</table>

17 The elders who direct the affairs of the church well are worthy of double honor, especially those whose work is preaching and teaching. 18 For Scripture says, “Do not muzzle an ox while it is treading out the grain,” and “The worker deserves his wages.”
**Stewardship Worksheet for UM Churches**

**PPRC chair, give to DS or email ds.northeastdistrict@inumc.org**

**church:** __________________

**date:** __________________

### INCOME

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<th>Projected %</th>
<th>Projected %</th>
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<td>January 1 Carryover</td>
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**TOTAL INCOME**

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**Average Worship att.**

**Income div. by Worship**

- Very high level of stewardship more than $2000
- Average level of stewardship $1000 to $1500
- High level of stewardship $1500 to $2000
- Low level of stewardship $500 to $1000

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### EXPENSES

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**PROGRAM**

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**MISSION**

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<td>Asking(s)</td>
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<td>Advance</td>
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**TOTAL EXPENSES**

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**NEXT YR CARRYOVER**

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<td>2-5%</td>
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SECTION THREE
Expectations for Pastor & S/PPRC

1. Pastors should work “hard and smart” up to the level employed, then volunteer beyond that as you expect laypersons to do, up to total of 50 hours a week for FT paid beyond minimum pastor. Paid for 40 > professionals routinely work 45 > tithe 5 hours = 50 hours a week

2. One day of Sabbath, from waking up to going to sleep, refresh and restore.

3. For all pastors: no more than three nights out a week on average.

4. What are the pastor’s passions? What do they enjoy doing? What fulfills them?

5. What are the church’s passions? What brings joy?

6. Write out pastoral ** KEY ROLES** then prioritize. 80% of their time should be spent doing ……

7. Write out pastors ** MINOR ROLES**. 20% of time should be spent doing ……

8. Write out congregational supportive roles; what does pastor/staff need? FT = Internet access!!!

9. What person of the Trinity predominates in this congregation? In the Pastor’s teaching/preaching? (see District Website for full article on this)

10. Be aware of church culture, especially in light of size issues.
Worship Trends
You might find it helpful to chart your congregation’s worship trends over the last 30 years to discern the soul of a congregation. The following pages have various explanations of what size patterns can mean for a church.
From *The In-Between Church: Navigating Size Transitions in Congregations*, Alice Mann, Alban, 1998

Size Transition “N” Curve

What to look for:
1. Is there a pattern in the worship history, such as hitting a plateau repeatedly, or length of pastoral tenure?
2. Does the church function as if it is smaller than it actually is (this is common)?
3. Is the leadership style of the pastor and leaders congruent with the size? (See charts on next pages)
4. Note the chart above: Is your congregation a group centered (one cell small, committee led program) or pastor centered (full time pastor shepherd, or pastor led large)?
5. Does this help illuminate any tensions you experience in leadership?
## Church Sizes & Operational Styles

(condensed from Roy Oswald’s *Making Your Church More Inviting*, and Gary McIntoch’s *One Size Doesn’t Fit All*, multiple Lyle Schaeller books)

<table>
<thead>
<tr>
<th>Factors</th>
<th>Family (65% of churches)</th>
<th>Pastoral (25%)</th>
<th>Program (7%)</th>
<th>Corporate (2%)</th>
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<td><strong>Size</strong></td>
<td>Under 50</td>
<td>70-150</td>
<td>200-350</td>
<td>400-600</td>
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<tr>
<td>Discomfort Plateau</td>
<td>50-70</td>
<td>150-200</td>
<td>350-400</td>
<td>600+</td>
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<tr>
<td><strong>Organization</strong></td>
<td>Single cell</td>
<td>Stretched single cell</td>
<td>Multiple cell</td>
<td>Multiple Congregations</td>
</tr>
<tr>
<td></td>
<td>Extended family</td>
<td>Over-lapping family &amp; friendship networks</td>
<td>Multiple programs</td>
<td>Full programs in each congregation</td>
</tr>
<tr>
<td></td>
<td>Relational</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td><strong>Led by</strong></td>
<td>Patriarch/matriarch</td>
<td>Strong lay leader(s)</td>
<td>Trusted key Committees</td>
<td>Senior Pastor</td>
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<tr>
<td></td>
<td>Key families</td>
<td>Several key families that surround pastor</td>
<td>Group of respected lay leaders &amp; committees</td>
<td>Key Staff</td>
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<td></td>
<td>History</td>
<td>Traditions</td>
<td></td>
<td>Small Key Lay Leader team</td>
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<tr>
<td></td>
<td>And they all vote!</td>
<td>Gatekeeper People</td>
<td></td>
<td>Sr Pastor Gatekeeper</td>
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<tr>
<td></td>
<td>And anyone can veto!</td>
<td></td>
<td></td>
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<tr>
<td><strong>Pastor Role</strong></td>
<td>Caregiver Shepherd</td>
<td>Shepherd Preacher</td>
<td>Team unifier</td>
<td>Leader Preacher</td>
</tr>
<tr>
<td></td>
<td>Lover</td>
<td>Lover</td>
<td>Leader Preacher</td>
<td>Supervise Key Staff</td>
</tr>
<tr>
<td><strong>Staff</strong></td>
<td>PT pastor</td>
<td>FT Pastor</td>
<td>FT Pastor</td>
<td>PT Pastor &amp; Assoc.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PT Sec/Janitor, etc</td>
<td>PT Assoc Pastor, Program, Support</td>
<td>FT Congregational Care, Programers, Secretary</td>
</tr>
<tr>
<td><strong>Key for Leader</strong></td>
<td>Allow p/matriarch to lead first 3-5 yrs</td>
<td>Wait 4 years to be trusted as leader</td>
<td>Keep all committees focused on the mission</td>
<td>Lead</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Keep staff focused</td>
</tr>
<tr>
<td><strong>Leader Challenges</strong></td>
<td>Don’t try to take church in new direction right away; work with p/matriarch</td>
<td>Not trying to do it all, not empowering others, not trying to be everyone’s friend. Work with key families</td>
<td>More complexity Motivating, leading multiple committees and leaders</td>
<td>High level of complexity Utilizing consultants</td>
</tr>
<tr>
<td><strong>Change Happens by</strong></td>
<td>Bottom up through key people, planting seeds, getting p/matriarch on board</td>
<td>Seasoned pastor supported by lay leaders and/or key families</td>
<td>Seasoned pastor supported by key committees</td>
<td>Losing Shepherd role Developing leaders</td>
</tr>
<tr>
<td><strong>Growth Patterns</strong></td>
<td>Attraction model through relationships, invitation to ‘our family’</td>
<td>Attraction model through people inviting others to meet ‘their’ pastor</td>
<td>Attraction model to come to ‘our’ programs</td>
<td>Top down: Pastor through key lay leaders</td>
</tr>
<tr>
<td><strong>Growth Obstacles</strong></td>
<td>Small church image, ineffective evangelism, inadequate programming, downward momentum, ingrown fellowship, envy pastor churches, too many people veto</td>
<td>Lack of programs for all ages, lack of program staff, sense of inferiority to large, young family program churches, church acts like family size church</td>
<td>Some program gaps Program staff that tries to do the ministry rather than empowering others Sense of inferiority to Corporate Churches Church acts like Pastor centered size</td>
<td>Burnt out pastor/staff Lay leaders feel inadequate to the complex leader tasks Program staff that lead teams rather than develop leaders of teams Sense of inferiority to very large and mega churches Church acts like Program size</td>
</tr>
<tr>
<td><strong>Growth Strategies</strong></td>
<td>Renew purpose (not preference) &amp; prayer, begin some well run programs, celebrate victories, start a new cell group (not worship) involve new people in leadership and service. Begin to act like pastor centered size</td>
<td>Renew sense of mission (not preference) &amp; prayer, begin some successful, well run programs, start new cells consider a new worship service develop ministers begin to act like program size</td>
<td>Renew purpose (not preference) &amp; prayer Improve music expand worship offerings Refine procedures for complex organization Develop distinct identity Add staff Multiple use of facilities Write a long range plan Begin to act like Corporate size</td>
<td>Rely regularly on outside consultants Continually rebuild momentum Renew vision Refine assimilation plan Adjust leadership roles for lead pastor and key staff Streamline procedures Communicate, communicate</td>
</tr>
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</table>
SECTION FOUR: Evaluation

S/PPRC Self Evaluation Worksheet for Your Church

Church Name _____Midsize UMC_____________ Date __June 2011____________
Date Pastor & Committee Consultation_____May 2011____________

A. What brings the most joy in the ministry of your church?
   Food bank with the Cluster, helping the poor
   Family worship

B. These are the objectives the church planned to accomplish this past year, and results:

   Objective 1: Improve stewardship from $1021 to $1336 per average worshiper
   Result: Ran “Consecration Sunday” program. Improved to $1151 per worshiper

   Objective 2: Expand our food bank to include clothing
   Result: Didn’t happen. Didn’t have leaders

   Objective 3: Put in a handicapped ramp for the sanctuary level
   Result: installed in September

C. These major objectives will be important for the church in the coming year, and will serve as the basis for next year’s self evaluation.

   Objective 1: Improve Stewardship from $1151 to $1336 per worshiper
   Resources: leaders attend David Bell seminars; interview other churches who do this

   Objective 2: Expand food bank to include clothing
   Resources: other churches that do it, and ________ will find the leaders

   Objective 3: Redecorate, update nursery
   Resources: get a work team (short term) and visit other churches for ideas

   Objective 4: Help pastor with relational sermons

D. These one or two specific spiritual competencies are important for our church to become healthier in the coming year.

   1. We need to live Matthew 18:15-17 a bit more. PPRC will lead the way

   2. Begin conversation on being more accepting of “rough living people” & Hispanics

PPR Chair Signature ___Bertha Thundermuffin_____________ email __berthat@hotmail.com_____________

Pastor’s Signature _____Pastor Average________________________ Date _____May 20, 2011____________

Email to District Superintendent at ds.northeastdistrict@inumc.org
Clergy Self Evaluation Worksheet

Pastor’s Name ________ Pastor Average ____________________
Church Name _______ Midsize UMC ____________________
Date Pastor & S/PPR Committee Consultation ________May 20, 2011_______________________

A. In what do you find the most joy in your ministry?
   Discipling groups
   Spirit of family worship; kids in worship and participating

B. What were your ministry objectives in the church you planned to accomplish this past year, and results?

   Objective 1: Improve stewardship of church
   Result: improved. Still room to grow [needs specifics]

   Objective 2: Preach more on missions/outward focus
   Result: Sermon series in June-July. Used illustrations through the year.
            Did not result in leaders or new programs

   Objective 3: Learn Spanish in order to reach local Hispanic community
   Result: nada

C. These are the major ministry objectives for the coming year, and will serve as the basis for next year’s self evaluation.

   Objective 1: Preach more on leadership and spiritual gifts
   Resources: Leadership Network; Adam Hamilton online resources

   Objective 2: (Feedback) Need sermons to “relate more” with daily life
   Resources: Sermon workshops with Derek Weber. Get a sermon feedback group organized

   Objective 3: Learn about different church cultures, and help describe how our church operates
   Resources: My DS’s excellent handouts on pages 9 & 10

D. These one or two specific personal growth areas I intend to pursue in the coming year.

   1. Lose weight, exercise more [needs specifics]

   2. Take a one week sermon planning and prayer retreat in the summer

PPR Chair Signature ____________ Bertha Thundermuffin __________________ email __berthat@hotmail.com_____________________
Pastor’s Signature ____________ Pastor Average ____________________ Date __________May 20, 2011_______________________

Email to District Superintendent at ds.northeastdistrict@inumc.org
1. **Intentional Discipleship: Making Disciples for Jesus Christ**
   - **Fruitful (Thriving):** makes more new disciples than it loses every year, including new disciples in its mission area. The church reflects the demographics of its mission area, and includes children.
   - **Middle (Sustainable):** the congregation makes new disciples every year, including children.
   - **Minimum (Dormant):** grows disciples spiritually through the 3 General Rules, but makes fewer new disciples than are lost, which is reflected in a declining annual average worship attendance.
   - No new disciples or children, which is reflected in a declining annual average worship attendance.

2. **Risk Taking Mission and Service ..... for the transformation of the world.**
   - **Fruitful (Thriving):** makes an impact through its mission in its community, and gives to missions beyond the full support of its Tithe and District Asking.
   - **Middle (Sustainable):** the congregation supports other missions beyond its four walls, including full support of the Tithe and District Asking.
   - **Minimum (Dormant):** the congregation faithfully pays its full Tithe and District Asking.
   - The congregation is unable to pay the full Tithe and District Asking.

3. **Radical Hospitality: The congregation creates a spiritual home.**
   - **Fruitful (Thriving):** the facility is welcoming and enhances making disciples at the fruitful/thriving standard. The facility is especially welcoming to newcomers and children.
   - **Middle (Sustainable):** the facility reflects well on our commitment to God.
   - **Minimum (Dormant):** current safety and occupancy codes are met.
   - Not able to meet current occupancy codes; facility use is “grandfathered.”

4. **Passionate Worship:**
   - **Fruitful (Thriving):** God centered, heart felt worship that makes and grows disciples.
   - **Middle (Sustainable):** Fellowship Worship that satisfies the needs of the congregation.
   - **Minimum (Dormant):** Dutiful ritual without joy/passion.

5. **Extravagant Generosity:**
   - Previous year’s annual giving $____________ divided by average worship _______ = $_________
   - **Fruitful (Thriving):** Meets or exceeds annual giving of over $1500 times the annual average worship attendance.
   - **Middle (Sustainable):** Meets the average annual giving between $1000 and $1500 times the annual average worship attendance.
   - **Minimum (Dormant):** Giving is below $1000 times the annual average worship attendance.
   - Is unable to meet the lower amount of generosity and giving; difficulty meeting full budget.

6. **Extravagant Generosity: the church can honor and support a Pastor and staff:**
   - Previous year’s S/PPRC Budget $____________ divided by annual giving $____________ = _________%
   - **Stretched:** S/PPRC budget exceeds 60% of the Operating Budget
   - **High balanced:** S/PPRC budget falls between 50% and 60% of the Operating Budget
   - **Low Balanced:** S/PPRC budget falls between 40% and 50% of the Operating Budget
   - **Low:** S/PPRC budget falls below 40% of the Operating Budget

7. **OUR ANNUAL AVERAGE WORSHIP ATTENDANCE IS __________**
   - Put an X where your church should function, and a * where it does function:
     - 50 & Below: Family Size
     - 50-70 Between Family & Pastoral
     - 70-150 Pastoral Size
     - 150-200 Between Pastoral and Program
     - 200-350 Program Size
     - 350-400 Between Program and Corporate Size
     - 400-600 Corporate Size
     - 600+
insert time use chart here
SECTION FIVE
Appointments

1. How can we keep our Pastor?

Often what churches mean when they ask this is “How can we keep the conference from moving our pastor when we want to keep them?”

Remember our process: we have a consultative appointment system, which means that every year the church expresses a desire to keep their pastor or receive a new one; the pastor has an opportunity to express a preference for staying or indicating it is time to move to a new ministry; the Bishop (through the cabinet) make a recommendation based on the desires and needs of a church, the desires and needs of a pastor and family, and the needs of other churches in our conference in need of leadership, perhaps due to death, retirements, conflict, or a new season of ministry.

One saying is “Everyone has an equal voice, but the Bishop is a little more equal than the others.”

Sometimes even if a church and pastor express a desire to continue the appointment, there is a pressing need in another church that requires the Bishop and Cabinet to make an appointment change. Remember that some day your church will be in a position of asking for a new pastor, and you will hope, pray and ask for the best we have to offer.

Nevertheless, there are some things a church can do that encourage longer pastorates. And likewise, a church can engage in practices that discourage a longer pastorate. So here are some suggestions of what a church can do to keep their pastor:

1. Support and pray for your pastor and their family. Do not hound them or nibble away at their spirit with petty criticisms. Show signs of appreciation and support.
2. Make it evident that you are willing to work with and follow their leadership. Seriously consider every innovation they introduce, rather than reacting negatively to every suggestion. You do not have to automatically agree, but show respect for their suggestions by honestly respecting their leadership.
3. Be Persistent and Proactive.
4. Screen the criticisms.
5. Be sure the pastor sees the fruit of their ministry. Invite your unchurched friends, neighbors and coworkers to be a part of the ministries of your church. Don’t blame decline on the pastor alone.
6. Practice extravagant generosity because God is good. And as one former DS put it, “When the oats run low, the horses will start to nibble on each other.” Money woes raise anxiety and are dispiriting to pastor and parish. Then, because you do this:
7. Joyfully pay your tithe, askings, and giving to missions beyond 4 walls, especially missions and ministries dear to your pastor’s heart.
8. Pay your pastor more than anyone else is willing to pay them. If your pastor is that good, and you want to keep them, then follow 1 Timothy 5:17-20. An effective pastor is worthy of a double honor.

Rev. Dr. David Michel
Northeast District Superintendent
2. How to Get Rid of a Rotten Pastor

Every smart church wants to get rid of a rotten pastor. Here's how to get a better pastor for your congregation.

1) Pray for your rotten pastor. I know, you really don't want to pray for your pastor right now, but give it a try. Pray for your pastor's preaching, for your pastor's life, even for the pastor's family. Prayer was one of those things that Jesus was kind of big on, so go ahead and give it a try.

2) Make sure your rotten pastor takes a Sabbath day off. Really, you don't want your pastor doing all those things that annoy you any more than absolutely necessary. Make sure everyone knows when the pastor's day off is, and that doesn't call on that day. If there is a congregational event, or an emergency, or a wedding, or a funeral on the normal day off, let it be known that your pastor will be taking another day off to make up the time off.

3) Insist that your rotten pastor take every week of vacation in the contract. Many pastors leave unclaimed vacation days every year. Let's face it - you don't really want your pastor around anyway, so encourage him or her to take all of the allowed vacation. And make it easy decision for your crappy pastor to leave town! Line up volunteers to take care of all the work around the congregation so the pastor doesn't have to work extra hard before leaving and when coming home. Offer up your vacation home, or a gift card for a plane ticket out of town. Make sure everyone comes to worship, so the pastor doesn't feel guilty about leaving for a Sunday.

4) Continuing Education Events. Speaking of getting your rotten pastor out of town, be sure your pastor has continuing education time and funds. Make sure that your pastor is attending lots of events with exciting speakers, great preachers, and innovative thinkers (you know, just so your pastor can see the ways in which he or she doesn't measure up). While you're at it, go ahead and increase the continuing education budget - make sure there is no barrier to your pastor getting away from your congregation and to these events.

5) Take over the tasks with which your pastor struggles. We all know that pastors should be good at everything in the parish - from administration to preaching, from visitation with the elderly to youth events. Chances are, your rotten pastor has some places where there are struggles. Hire an administrative assistant. Get the parents and other volunteers to coordinate and host the youth events. Get a group of volunteers together to visit with homebound members. There are all sorts of ways to make sure that your crappy pastor doesn't mess up these tasks that he or she is already struggling with.

6) Encourage your pastor to spend more time in prayer and reading. Now that you have freed up your pastor from all those tasks that were the worst trouble points, there is all sorts of extra time. You don't want him or her to jump right back into those tasks and mess them up, do you? Encourage them to go and read, or spend time with other local pastors, or spend more time intentionally in prayer.

7) Follow the best practices in supervision and feedback. Don't talk in the parking lot or behind the pastor's back, but lovingly encourage the best, give accurate feedback, and help them improve.

There you go! It's foolproof! If you do these seven simple things, I guarantee you will get rid of your rotten pastor. Get your congregational leaders on board with this plan. Recruit the key people in the congregation to help you with it. Do those things, and I guarantee you will stop complaining about your rotten pastor. You will hear better sermons. People will feel more ministered to. Exciting ideas will start to come from your council meetings.

And all these things without having to go through the consultation and appointment process for a new pastor!
3. A WORD ABOUT OUR SYSTEM

Our united Methodist system of matching pastors and congregations is a “send” system, whereby pastors are sent (appointed) to a congregation by the Bishop and Cabinet (The District Superintendents). Some other denominations have a “call” system, whereby a local congregation calls or hires their pastors. All systems of matching pastors and congregations have their strengths and weaknesses. Our appointment system usually includes the following strengths.

- Every church has a pastor and every pastor has a church.
- The Bishop/Cabinet serve as the ”search committee” to find the right pastor/congregation match.
- Congregations can ask for a pastor change without having to go through a painful fight to remove the pastor, or taking a divisive congregational vote.
- Pastors can ask for a change of appointment.
- Pastors can be appointed on the basis of their gifts and graces for ministry, without regard to their gender, ethnic background, or age.
- Pastors have freedom for preaching the gospel without fear of being “fired.”
- Local congregations are served by a pastor whose fitness and effectiveness for ministry are monitored by the Board of Ordained Ministry and the Bishop and Cabinet.
- Moral lapses are dealt with by the Bishop, Cabinet and Board of Ordained Ministry.
- Both the appointed pastors and congregations to which they are appointed belong to a connection which can provide support, training, mediation and prayerful supervision.
- Moving costs for pastors are paid through the Conference tithe.

4. THE PEOPLE INVOLVED IN THE APPOINTMENT PROCESS

All Clergy are appointed to their places of ministry by the Bishop. The Bishop works through the District Superintendents, who help the Bishop by supervising a portion of the conference, called a District. In addition, the Board of Ordained Ministry of the Conference (composed of laity and clergy) approves clergy for ministry, deems them appointable, monitors their fitness, and provides for their continuing education, removal from ministry, retirement, and other changes of their status. The local congregation is represented in the Appointment Process by the S/PPRC that is elected by the annual Charge Conference of the congregation.

5. THE MEANING OF “CONSULTATION”

Consultation is the ongoing process of the Bishop and Cabinet being in relationship with the pastors and congregations. It includes those times when the DS visits the congregation, conducts the annual Charge Conference, meets regularly with the pastor, consults with the Clusters, and other various informal opportunities to know and to understand the situation of ministry in that pastor/congregation appointment. Consultation also includes the specific opportunity each year for the pastor and for the S/PPRC to advise the DS about the pastoral appointment for the upcoming year. And of course, consultation includes the steps of the appointment process when the DS works directly with the PPRC during the time of pastoral change.

6. HOW THE APPOINTMENT PROCESS WORKS

The process begins with an opening – when a pastor is leaving a pastor appointment because of retirement, death, a change of appointment, or a change of status such as going on leave. Once an opening occurs, then the appointment process proceeds through the following steps:

1. The DS meets with the S/PPRC to discuss the needs of the congregation for pastoral leadership. Together they develop a profile for the congregation, the community, and the pastor leadership needs of the congregation to be in ministry to that community.
2. The DS takes that profile to the Cabinet and they thoroughly discuss the needs of that congregation. Together the Cabinet considers all of the available clergy of the Conference and selects the person who best matches this profile. This selection is based upon the needs of the congregation and the other churches in the conference, and the Cabinet selects the best available pastor to match those needs, without regard to that pastor’s gender, age or ethnic background.

3. The selected pastor is contacted by the Cabinet and informed that he/she is to be appointed to the church. The pastor is provided with the profile and any other relevant information that the Cabinet has available. The pastor is asked not to contact anyone other than their immediate family about this selection, but to prayerfully consider this appointment and to give a timely response to the Cabinet, normally 12 hours.

4. The pastor informs the Cabinet of his/her acceptance of this appointment. If the pastor for sufficient reason cannot accept the appointment, then he/she puts into writing to the Bishop a request for the appointment to be reconsidered. The Bishop and Cabinet will determine if the appointment is to be reconsidered, in which case the Cabinet repeats step #2 above and selects another pastor for this appointment.

5. Once the selected pastor has agreed to the appointment, the Cabinet contacts the S/PPRC chairperson to arrange a meeting with the new pastor, called an Introduction. Normally the DS will not divulge the name of the new pastor prior to this meeting.

6. The new pastor and the S/PPRC meet with the DS present and presiding, in order to discuss the ministry needs of the congregation, the ministry gifts and experience of the pastor, and the basis of this match. Unless serious concerns are raised, or new information and insights emerge, then it is understood that this is the new appointment. However, if such emerge, then the Pastor and/or S/PPRC may put into writing to the Bishop a request for the appointment to be reconsidered. The Bishop and Cabinet will determine if the appointment is to be reconsidered, in which case the Cabinet repeats step #2 above and selects another pastor for this appointment.

7. The new pastoral appointment is announced by the PPRC in a Sunday service or by letter to the congregation at a date agreed upon by the DS to allow the pastor an opportunity to share this announcement with the S/PPRC and congregation at his/her current appointment.

8. The previous church is then considered “open” and the process continues.

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7. OTHER NOTES ABOUT APPOINTMENTS

1. Appointments and appointment changes are normally made at a date set by Annual Conference, currently July 1. Obvious exceptions include unexpected deaths or other events that remove a pastor from their appointment between Annual Conferences.

2. In the appointment of clergy to serve as Associate Pastors on the staff of a church, the appointment process normally includes a time for the current Senior Pastor and the proposed Associate Pastor to meet prior to the meeting in step #6 with the S/PPRC. This meeting of the two pastors is to help ensure a good working relationship on the church staff. If either pastor has concerns about this working relationship, that may be reason for the Bishop and Cabinet to reconsider the appointment.

3. All appointments are made for one year at a time. However, it is the philosophy of the Bishop and Cabinet that longevity is desirable in pastoral appointments, and if both the pastor and the S/PPRC recommend the continuation of an appointment, we will attempt to honor that request.

4. The Bishop and Cabinet are responsible for making the effective pastor appointments to all of the congregations every year, so sometimes it is necessary to move a pastor from an appointment where both the pastor and S/PPRC has requested continuation. Such changes are never made without careful consideration of the impact upon everyone involved. Each church should consider the fact that someday they will ask the DS to provide the best pastoral match available.
5. Some pastors are in situations where their willingness to move to a new appointment is limited by special concerns, such as family needs. In such cases, the Bishop and Cabinet are also limited in their ability to provide appointment opportunities which fully meet the experience, gifts and salary expectations of the pastor. This “limited itinerancy” may even mean that the pastor will have to choose a Leave of Absence, Honorable location, or agree to a less than full time appointment. The Bishop and Cabinet pledge themselves to be sensitive to the needs of such pastors. However, the ordination vows of United Methodist clergy include the promise to go where we are needed in ministry.

6. The Bishop and Cabinet are given the responsibility of caring for the good of the whole Conference, not just any one church or any one pastor. Sometimes pastors and churches are asked to sacrifice their preferences for the good of the ministry of the whole body.

8. Part Time Pastor Possibilities: (many apply to both Locals Pastor and Full Elders)

A church can express a preference on the different kinds of part time pastors, but cannot dictate what the pastor’s other part time job is. If a church wants input on the total work life of a pastor, they need to provide a full time support package. The Superintendent will take into account a church’s preference, but will focus more on fit and availability. Types of part time pastors generally available, where their other part time job is:

1. Retirement
   Advantages: Sunday morning and Weekday schedules are flexible
               They are usually already credentialed
   Disadvantages: There aren’t many willing to serve a weekly ministry
                  They may want extended time off, especially Jan-Feb
                  Usually not willing to live in a parsonage

2. Another Church (a yoked parish)
   Advantages: Flexible weekday schedule
               Possibility of being full time in parish; already credentialed
               If FT, usually willing to live in parsonage
   Disadvantages: Have to compromise on Sunday morning schedule

3. A secular job:
   Advantages: Flexible Sunday morning schedule
   Disadvantages: Have to compromise on weekday schedule
                 Usually not willing to live in a parsonage

4. Student
   Advantages: Flexible Sunday morning schedule
               Often willing to live in a parsonage
   Disadvantages: Have to compromise on weekday schedule
                  Often very short tenure
                  Not many available due to distance to seminaries
S/PPRC ANNUAL APPOINTMENT CONSULTATION FORM

Return to:
Northwest District UMC
3898-A New Vision Drive
Fort Wayne IN 46845

Under the guidance of Bishop Michael J. Coyner, the Indiana Conference Cabinet is asking that all each Pastor-Parish Relations Committees (except those who received a new appointment in 2011) fill in an appointment consultation form regarding a recommendation for the appointment of your pastor for the next conference year beginning July 1, 2012. The deadline for this form to be submitted to the district center is December 7, 2012. It should be signed by all PPRC members present and voting. All pastoral appointments are made on an annual basis, and changes generally occur July 1, but the Cabinet process begins in January. This means that any input received late is usually difficult for the Cabinet to honor.

Remember your committee’s input is advisory to the Cabinet and the Bishop.

Thank you in advance for returning your completed form before the December 7th deadline.

PPR Chairperson __________________________ Church/Charge __________________________

1. In preparation for the conference year beginning on July 1, 2012, the S/PPRC prefers that our pastor be reappointed to our church for another year.  # Yes_____  # No_____

2. What are the ministry reasons for this preference?

3. The date of the committee’s discussion with your pastor __________________________

4. Does your S/PPR Committee need a discussion with the DS about this recommendation?  _____ Yes _____No (If yes, provide Chairperson’s phone number __________ and email address ___________________)

Signed ___________________________________________  ____________________________
PPR Chairperson                                                  Chairperson’s email

Signatures of other Committee members present: ____________________________

_________________  ___________________  ___________________
_________________  ___________________  ___________________
_________________  ___________________  ___________________
_________________  ___________________  ___________________

_________________  ___________________  ___________________

date

RETURN NO LATER THAN DECEMBER 7, 2012