



Terms of Reference

Senior Pastor Search Committee

REVISION 2 - December 22, 2021

OVERVIEW:

Trinity Baptist Church is governed with our sovereign Lord presiding and guiding all our Church members through a common voice of God, and the Members have designated certain responsibilities and duties to the Board of Elders, who then employ a Senior Pastor to hire & manage staff to serve our Lord by providing service to our Community and the world.

The present Senior Pastor of Trinity is Wayne Alquire and Wayne has advised the Trinity Board of Elders that he intends to retire in June of 2022. A Committee is being established to assist the Board of Elders and the Members of Trinity Baptist Church in leading the process to locate and engage the most suitable new Senior Pastor for Trinity, in advance of Wayne's departure.

COMMITTEE COMPOSITION:

Committee – The Senior Pastor Search Committee will consist of 5 people. Two of these people will be current members of the Trinity Board of Elders, as designated by the Board. Three members of the Committee will be Members-at-Large that will be appointed by the Elder Board.

Committee Chair – The Chair is the person who provides the ongoing leadership of the Committee and has specific accountability for keeping the assignment within the approved constraints of scope, time and cost. The Chair serves as the primary liaison and communicator with the Elder Board. The Chair will be decided by election amongst the five Committee members.

Committee Members – This Committee will have one of the most important duties that a Church is involved in... which is to develop a process and bring recommendations to the Elder Board which will lead our Church to finding a new Senior Pastor. With this in mind, Committee members must be spiritually mature, with a track record of selfless service to our Church, and with the ability to discern the leading of the Holy Spirit to guide us through this process. Without compromising the aforementioned criteria, it is also desirable that the Committee represent the general membership of Trinity Baptist Church and, as much as possible, should represent diversity in many facets such as gender, age, race and other factors.

Internal & External Advisors – Consultants/Advisors may be required by the Committee to assist in specialized tasks or to provide historic or governance information. Specialized tasks may include public engagement options & techniques, facilitating sessions, interviewing candidates, and several other tasks. The Committee may utilize such advisors as it deems necessary, however in doing so the Committee may incur some costs, which must remain within the financial limits that are established by the Board at the outset of this assignment. If the costs may exceed the allocated budget amount, the Committee must obtain the approval of the Elder Board to spend the additional amount.

COMMITTEE PRINCIPLES & PROCEDURES:

The Committee will initially establish their meeting and communication preferences and determine who will serve as the Committee Chair and Vice Chair. A Committee member should be chosen who will record and maintain all meeting notes.

The Committee will then establish the frequency of meetings as they deem necessary, and the frequency will likely vary throughout the process. Meetings should be face-to-face when possible but electronic meetings may be necessary on some occasions, and a quorum must participate in the meeting, with a quorum being a minimum of four Committee members.

Decisions may be made and recommendations developed that are to be forwarded to the Elder Board, and if possible decisions will be made at face-to-face meetings however when time sensitive decisions are required, those may be determined by electronic communication such as email or text messaging or other

forms of electronic communication, provided that at least 4 of the Committee members support the recommendations.

Because this is a personnel matter, it is important that all Committee members shall keep all information, deliberations and decisions concerning all facets of this process confidential until the Elder Board has had the opportunity to review the information and decide if or how the information is to be disseminated to our Members and potentially, to our Congregation.

The Search Committee will not be responsible for updating Trinity staff, as that will be the role of the existing Senior Pastor and the Elder Board.

The Search Committee is not responsible for establishing or negotiating the starting date, the final salary or benefits for the potential candidate(s) but the Committee will assist the Board in this regard by providing recommendations as listed in the following section. The Elder Board is responsible to make the final decisions about starting date, salary & benefits.

COMMITTEE MANDATE & RESPONSIBILITIES:

Need and Background:

An entire congregation cannot be expected to find and engage a new Pastor for a Church, particularly a Church the size of Trinity. The Elder Board is expected to provide a recommended candidate for consideration by our Church's membership, however, the Elder Board feels that this task is so important that it requires the assistance of a dedicated and diverse team that will focus on the single task of determining the required qualifications and finding the best candidate to serve as our next Senior Pastor.

Duties:

The duties shown are intended to describe the order of events as envisioned, and are listed to provide the Committee guidance through the process. The Committee may decide to adjust or alter the order or some of the duties, and that is acceptable however any matters requiring the endorsement or a decision by the Elder Board are not allowed to be changed or eliminated. The suggested duties are as follows:

Phase 1 - Preparing for the Search – Establishing the desired qualifications and expectations

The Committee shall prepare for the search by undertaking the following:

- Establish qualifications and expectations for the senior pastor as outlined in the Senior Pastor Qualifications mentioned in the Key Consideration section and recommend these to the Elder Board for its review.
- Investigate current levels of remuneration for senior pastors for churches the size of Trinity and make recommendations on remuneration to the Elder Board.
- Review the recommended qualifications, expectations and remuneration with the Elder Board and make any changes as requested by the Elder Board.
- Assist the Elder Board in establishing and carrying out a process to engage the church membership in order to review and gain consensus on the proposed qualifications (remuneration would not be discussed with the membership).
- Review the outcome of the membership engagement process with the Elder Board and finalize the qualifications and expectations.
- Prepare a basic job description based on the finalized qualifications, including remuneration and benefits, and review the job description with the Elder Board.

Phase 2 – Prepare materials describing the church and its ministries

The Committee will prepare an overview of the church and its current ministries and activities for use in the search process, including:

- Description of Trinity's vision, values, and goals (ends policies)
- Description of its governance structure and process.
- Composition of the membership and adherents of the church.
- Profile and involvement of Trinity Church in the community and beyond.

Phase 3 - Begin search process and identify prospective candidates.

- Identify candidate(s) that God is placing before us by:
 - Networking and consulting with various trusted individuals and organizations that may have knowledge of candidates with the desired qualifications.
 - Visiting churches at which candidates are currently serving to assess their approach to ministry and preaching/teaching without compromising confidentiality
 - Viewing on-line church services involving prospective candidates.
 - Considering and evaluating existing Trinity staff members for their potential suitability for the Senior Pastor role.
 - Utilizing other means that the Committee believes to be beneficial.
 - Making the best attempt to avoid using an executive search firm, unless all other avenues have been exhausted, in which case Board approval must be obtained prior to engaging a search firm.
- Establish a short list and ranking of candidates based on the Committee's discernment of the Holy Spirit's direction.
- Review the list and recommended ranking with the Elder Board and obtain the Boards endorsement to approach the candidates on the basis of the agreed ranking.
- Provide progress reports that can be used by the Elder Board in updating the membership

Phase 4 – Approach and interview candidates on the basis of their ranking

- Approach candidates on the basis of the ranking endorsed by the Elder Board to determine if the candidate(s) are prepared to consider carrying out their ministry at Trinity. For example, the second ranked individual would not be approached until the first candidate has indicated that they are not being called to serve at Trinity at this time.
- Conduct an initial interview with the preferred candidate to ensure compliance with the qualifications and expectations and determine the suitability of the candidate including aptitudes, spiritual maturity, spiritual gifts etc. More than one interview may be required.
- If the Committee believes that the candidate meets the established qualifications and expectations and believes that the Holy Spirit is directing the Committee to seek out this candidate, the Committee will meet with the Elder Board and recommend that the candidate meet the Elder Board for an interview and an informal time to meet the Elders and other church leaders.
- If the Elder Board is in agreement with the recommendation, the Committee will make arrangements for the interview of the preferred candidate by the Elder Board, as well as some other less formal activities. The Candidate would be asked to travel to Kelowna for the interview.
- The Elder Board will interview the candidate and determine whether to proceed further with that candidate. If the Elder Board agrees to proceed with the candidate, the Committee will proceed with arranging further steps as outlined in Phase 5, below.
- Provide progress reports that can be used by the Elder Board in updating the membership

Phase 5 – Formal call of the candidate

- The Committee will facilitate the candidate's second visit to the church and the City to enable the candidate (and their family, if applicable) to more accurately assess the opportunity to serve at Trinity.
- The Committee will assist the Elder Board in arranging meetings between the candidate and the existing senior pastor/pastoral staff, the Elder Board and other leaders within the church as well as to preach (as a guest preacher) at weekend services and meet the membership.
- The Committee will then meet with the Elder Board to determine whether or not to recommend to the membership, that a call to the candidate be made, as well as to confirm details concerning remuneration, benefits and other financial assistance (e.g. moving costs).
- If the Elder Board decides to recommend the candidate to our membership, the Committee will assist the Board in arranging and carrying out the required vote at a regularly scheduled members meeting or AGM if it can be arranged, or if not, then at a special meeting.

- If the membership votes in favour of extending the call, the Committee will assist the Elder Board in preparing a letter extending the call to the candidate.

If the candidate accepts the call, the Committee will assist the Elder Board in addressing the details of the candidate assuming pastoral responsibilities at Trinity including the start date, the move, the transition process from the existing senior pastor and other matters.

KEY CONSIDERATIONS:

Significance:

Trinity Baptist Church is one of the largest churches in the Kelowna and perhaps in the entire Southern interior of British Columbia. Trinity is arguably the church that has the strongest connection to the Community of Kelowna, and is one of the best known, community wide. For these reasons our mission is critical to find the right person to lead Trinity into the future.

Our Church membership has the final decision on the calling of our Senior Pastor by means of a vote. The Elder Board serves as the elected representatives of the membership and is ultimately responsible for this process. It is very important that the membership be informed and engaged at key times in the search process, and it is the Elder Board's desire to do this, however the Board needs the assistance and support of the Senior Pastor Search Committee to help determine the required qualifications of prospective candidates, to search for candidates that might meet those qualifications, and to investigate the suitability of selected candidates.

Senior Pastor Qualifications:

The Committee will lead a process to discern the qualifications required for our new Senior Pastor, and that will involve prayer for guidance for initial qualifications to be considered by the Elder Board, and once the Board has agreed, the Board, with the assistance of the Committee will then involve our members, seeking further input and ultimately, ratification. The qualifications determined will be supplemental to our Church's core beliefs.

It is believed that to serve Trinity well, it is important that our new Senior Pastor should be in agreement with and aligned with our Church's Statement of Faith, and in addition, the candidate will be expected to:

- have the desire and ability to advance the Church in pursuit of its holiness, knowledge & worship of God, and obedience to God's Word including believer's baptism and communion.
- wish to be an active participant in the life of the Church, praying for its growth and sharing in its work, discovering and exercising the spiritual gifts of the congregation.
- endeavor to build unity in our Church and guide others to act in love towards one another, promote our doctrine and support the leadership of our Church.
- build authentic Christian community, by modeling and helping our congregation learn to extend grace and acceptance to all, caring and praying for one another, especially in times of need.
- lead a genuine Christian life, with a servant's heart and a desire for continuing personal spiritual development, worshipping God and praying regularly, studying & being obedient to God's Word. They must be trustworthy in their dealing with others, pursuing Christ honoring relationships, and be a faithful steward of all God has entrusted to us.
- accept and work within the structure and processes related to our Church's governance.

Communication with our Church Members:

It is very important to involve our Members throughout the entire process, because finding the candidate that fits the culture of our church and becomes accepted and loved by the membership is key to the success of the hiring process.

The Committee will strive to involve our members at every practical opportunity, and to carry this out they will look for engagement opportunities and recommend them to the Elder Board who will then decide if the Board

wishes to pursue these, and if so, the Board will arrange the communication/meeting(s) with the members and/or our congregation, with assistance from the Search Committee.

TIMELINES:

The table below lists significant milestones in this process such as events and deadlines in order, concluding with a celebration wrap-up and debriefing (lessons learned) for those involved. The dates shown are based on the current information provided, and if circumstances change then the dates may have to be adjusted.

| Milestones | Description | Due Date | Responsible |
|-----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|------------------------------------|
| Announcement | Announce to the Membership, the plan to commence a process to locate a Senior Pastor to replace Wayne when he retires. | November 2020 Annual General Meeting. | Chair of the Elder Board |
| Form the SP Search Committee | Appoint 2 EB members and 3 Members at Large to the Committee | Spring 2021 | Elder Board |
| Establish draft candidate qualifications and remuneration levels and obtain the endorsement of the Board. | Determine qualifications and desirable characteristics for the new Senior Pastor, and investigate what the expected remuneration should be for the role. | December 2021 | SP Search Committee Elder Board |
| Assist the Board in engaging the Membership and with them refine the recommended qualifications. | To gain the support of our Members and attendees, they must trust the process and the criteria to be used to seek out our new Pastor. | Established by the Elder Board & the Search Committee | Elder Board SP Search Committee |
| Prepare materials that describe Trinity and its ministries. | The Board remains the governing Body and is responsible to our Membership to establish a earnest and fair process to find a new Pastor. | Established by the Search Committee | SP Search Committee |
| Begin the search process and identify prospective candidates. | Using every means possible | Established by the Search Committee | SP Search Committee |
| Engage the Membership and with them refine the recommended qualifications. | To gain the support of our Members and attendees, they must buy in to the process and the criteria to be used for our new Pastor. | Established by the Elder Board and the Search Committee | Elder Board SP Search Committee |
| Candidate selection | Rank potential candidates and approach in the approved order to interview candidates. | Fall of 2022 | SP Search Committee Elder Board |
| Formal call of the candidate | Make arrangements for the candidate to visit our community and to be seen by our congregation, and finally to provide support for a meeting in which a member vote will be arranged. | Spring of 2023 | SP Search Committee Elder Board |
| Conduct a "lessons learned" meeting and celebrate the success of he Committee. | This meeting is to de-brief, and record what went right and what should be done differently if this is ever required again. | Summer 2023 | SP Search Committee |

POTENTIAL COSTS (PRELIMINARY):

Trinity’s Budget is the responsibility of the Elder Board and therefore the overall Budget for this assignment must be approved in advance by the Board before any expenditures can be made. Once the Budget is approved by the Board, the Search Committee may make expenditures that remain with the approved budget. All expenditures, and the manner in which commitments are made and reimbursement provided, must follow the practices and procedure prescribed by Trinity’s Director of Finance.

The costs shown below are for the initial consideration by the Committee, and it is anticipated that as the Committee develops a greater understanding of what processes they will be involved in and what those might cost, that the Committee will refine the Budget figures to suit their [task and](#) seek approval from the Board for the funding.

| Cost Explanation | Amount (\$) | Amount Accuracy | Funding Source |
|------------------------------------------------------------------------|-----------------------------------|-----------------------|---------------------------------------------------------------------|
| Multiple meetings with the Church Members | \$ 500 | Estimate | Current Budget |
| Potential costs for a professional recruiting firm, only if necessary. | \$ Up To \$50,000 | .Firm | If necessary and Board approved, then a Special Budget item in 2022 |
| Potential travel costs to meet and interview candidates | \$ 2,000 | Guess | Special Budget item in 2022 |
| Moving costs for successful candidate | \$ 10,000 | Guess | Special Budget item in 2023 |
| Potential Housing assistance | | | Trinity Legacy Foundation |

SUCCESS EVALUATION:

At the conclusion of this assignment, the Committee will organize and hold a ‘de-brief meeting’ along with Elder Board members to assess and document what went well in the process, and what could be improved on if the situation is ever repeated. Some of the criteria to be used in evaluating the success of this task will be:

- Finding a candidate with the right demeanor and qualifications for Trinity Baptist Church.
- Keeping the Elder Board apprised of all developing and resolved issues as the process unfolds.
- Gaining the trust and support of our Church Membership by involving them and engaging with them at appropriate times.
- Gaining the trust and support of our existing Church Staff, who will be the people most directly affected on a day to day basis by the “results” of this process.
- Meeting all established time-lines resulting in our Church hiring a new Senior Pastor a month or more before Wayne Alguire retires.

APPROVAL

These Terms of Reference have been developed through a process of prayer, debate and a sincere attempt to consider all relevant issues, and have been approved by the Trinity Baptist Church Elder Board on this day:

| Chair, Trinity Baptist Church Elder Board | Signature | Date |
|-------------------------------------------|-----------|------|
| NAME: | | |