

PASTOR SEARCH TEAM EVALUATION

OVERVIEW

This rubric is designed to help the Pastor Search Committee systematically evaluate pastoral candidates through a three-phase process:

1. **Phase 1 (Sections 1-3):** Initial screening based on resume and application materials
2. **Phase 2 (Sections 4-6):** Written questionnaire evaluation before investing in in-person interactions
3. **Phase 3 (Sections 7-10):** In-depth evaluation through interviews, reference checks, and additional interactions

The evaluation criteria are based on your church's needs as expressed in the Pastor Profile Questionnaire, Church Profile Form, and demographic study of your community.

INSTRUCTIONS

1. Each committee member should complete each phase of evaluation independently for each candidate.
2. Score each category from 1-5 (1=Poor match, 5=Excellent match).
3. Use the "Notes" sections to record specific observations, questions, or concerns.
4. During committee discussions, share your evaluations to develop a comprehensive assessment.
5. After each phase, the team determines whether to advance candidates to the next phase.

SCORING GUIDELINES

Phase 1 Advancement Guidelines (65 possible points):

1. **Strong candidates (52+ points, 80% or higher):** Definitely advance to Phase 2
2. **Good candidates (45-51 points, 70-79%):** Advance to Phase 2 if within top 10 candidates
3. **Borderline candidates (39-44 points, 60-69%):** Consider only if they have exceptional strengths in priority areas
4. **Not recommended (Below 39 points, below 60%):** Do not advance

The committee should aim to advance no more than 10 candidates to Phase 2, prioritizing those with the highest scores. If fewer than 5 candidates score above 45 points, consider including a few borderline candidates with particular strengths in priority areas.

Phase 2 Advancement Guidelines (70 possible points):

1. **Strong candidates (108+ points, 80% or higher):** Definitely advance to Phase 3
2. **Good candidates (94-107 points, 70-79%):** Consider for Phase 3 interviews
3. **Borderline or below (Below 94 points, below 70%):** Do not advance

The committee should aim to advance 3-5 candidates to Phase 3 in-person interviews.

Guidelines for Balanced Scoring

1. **Maintain consistent standards** - The 80% threshold represents truly exceptional candidates. Be prepared that many qualified candidates may score in the 70-79% range.
2. **Avoid inflation** - Resist the temptation to give high scores to candidates simply to move them forward. A score of 5 should be reserved for truly outstanding qualifications in that area.
3. **Avoid excessive harshness** - Similarly, don't set unrealistic expectations. A score of 3 represents a solid, acceptable match - not a deficiency.
4. **Focus on priorities** - Pay special attention to scores in your church's priority areas. A candidate who scores exceptionally well in your top priorities but moderate in other areas may be a better fit than someone with consistent but unremarkable scores across all categories.
5. **Use the full scale** - Make meaningful distinctions between scores. The difference between a 3 and a 4 should represent a meaningful difference in qualifications or fit.
6. **Document your reasoning** - In the notes sections, provide specific observations that justify your scores to help with committee discussions.
7. **Prayerful discernment** - Remember that this rubric is a tool to aid discernment, not replace the committee's wisdom or the Holy Spirit's guidance. Numerical scores should inform, not dictate, your decisions.
8. **Discuss significant differences** - When committee members' scores for the same candidate vary significantly, discuss these differences to understand varying perspectives.

These guidelines help ensure that your evaluation process is thorough, fair, and focused on finding the pastor God has prepared for your church.

PASTOR SEARCH PROCESS FLOW

This rubric is designed to support the following pastor search process:

Phase 1: Initial Resume Screening

1. Receive and acknowledge applications
2. Committee members independently complete Sections 1-3 for each candidate
3. Meet to discuss and identify candidates who meet basic qualifications
4. Decision point: advance qualified candidates to Phase 2

Phase 2: Written Questionnaire Evaluation

1. Send selected candidates the written questionnaire (15-20 questions)
2. Receive and distribute written responses to committee
3. Committee members independently complete Sections 4-6
4. Meet to discuss and identify candidates for interviews

5. Decision point: advance most promising candidates to Phase 3

Phase 3: In-Depth Evaluation

1. Conduct initial phone/video interviews if needed
2. Schedule and conduct in-person interviews
3. Check references thoroughly
4. Committee members complete Sections 7-10
5. Meet to discuss and identify final candidates
6. Conduct second interviews with finalists if needed
7. Decision point: select candidate to recommend to the church
8. Request permission to run background and credit checks on finalist.

Final Steps:

1. Extend invitation to selected candidate
2. Candidate meets with church leadership and key ministry leaders
3. Arrange for candidate to preach and meet congregation
4. Church vote
5. Extend formal call and finalize terms
6. Announce and welcome new pastor

This structured approach allows for systematic evaluation while remaining open to God's guidance throughout the process.

PHASE 1: INITIAL SCREENING

(Complete based on resume and application materials)

SECTION 1: INITIAL RESUME SCREENING

Candidate Name: _____

Date Reviewed: _____

BASIC QUALIFICATIONS

Score each qualification based on the resume and application materials:

Qualification	1 (Poor)	2	3 (Moderate)	4	5 (Excellent)	Score
Educational Background	Lacks formal theological education		Has basic theological training		Advanced theological degree from respected institution	
Ministry Experience	Limited experience or contexts very different from our church		Moderate experience in similar settings		Extensive experience in comparable churches	
Biblical Teaching Experience	Little evidence of regular teaching		Regular teaching experience		Strong record of effective Bible teaching	
Leadership History	Minimal leadership roles		Has led small to medium ministries		Proven record of church leadership	
Great Commission Focus	Little evidence of evangelism/missions commitment		Shows some involvement in outreach/missions		Demonstrates strong evangelism/disciple-making	
Great Commandment Focus	Limited evidence of compassion ministry		Some involvement in care/community ministry		Strong history of compassionate service	

NOTES: (Record specific observations from resume, questions to follow up on, or concerns)

SECTION 2: CONGREGATIONAL PRIORITY ALIGNMENT

Score how well the candidate's background aligns with our **congregation's top priorities** (from Pastor Profile Questionnaire results):

Priority Area	1 (Poor)	2	3 (Moderate)	4	5 (Excellent)	Score
Priority 1:	Little evidence of strength in this area		Some experience/ strength in this area		Exceptional strength in this priority area	
Priority 2:	Little evidence of strength in this area		Some experience/ strength in this area		Exceptional strength in this priority area	
Priority 3:	Little evidence of strength in this area		Some experience/ strength in this area		Exceptional strength in this priority area	

NOTES: (Record specific observations about how candidate aligns with congregation priorities)

SECTION 3: DEMOGRAPHIC ALIGNMENT

Score how well the candidate's experience prepares them to minister to our church's demographic and community needs:

Demographic Consideration	1 (Poor)	2	3 (Moderate)	4	5 (Excellent)	Score
Age Distribution Experience	Experience limited to single age group		Some multi-generational experience		Strong multi-generational ministry experience	
Community Context	No experience in similar community contexts		Some experience in similar settings		Extensive experience in similar community contexts	
Growth/Decline Pattern Response	Limited experience addressing our attendance patterns		Some experience with similar church patterns		Proven history addressing similar church patterns	
Cultural Competency	Limited exposure to our community's cultural mix		Some experience with similar cultural contexts		Strong cultural competence for our community	

NOTES: (Record specific observations about demographic alignment)

PHASE 1 SCORING SUMMARY

Section 1 Total: _____ (out of 30 possible points)

Section 2 Total: _____ (out of 15 possible points)

Section 3 Total: _____ (out of 20 possible points)

PHASE 1 TOTAL SCORE: _____ (out of 65 possible points)

Scoring Guidelines for Phase 1:

1. **Strong candidates (52+ points, 80% or higher):** Definitely advance to Phase 2
2. **Good candidates (45-51 points, 70-79%):** Advance to Phase 2 if within top 10 candidates
3. **Borderline candidates (39-44 points, 60-69%):** Consider only if they have exceptional strengths in priority areas
4. **Not recommended (Below 39 points, below 60%):** Do not advance

Committee Decision:

- ☐ Does not meet initial qualifications - Do not advance
- ☐ Meets basic qualifications - Advance to Phase 2
- ☐ Strong initial candidate - Prioritize for Phase 2

Key Strengths:

- 1.
- 2.
- 3.

Key Concerns:

- 1.
- 2.
- 3.

PHASE 2: WRITTEN QUESTIONNAIRE EVALUATION

(Complete after reviewing candidate's written responses)

SECTION 4: THEOLOGICAL ASSESSMENT

Reference written questionnaire questions 1-8 in the Theological and Doctrinal section

Aspect	1 (Poor)	2	3 (Moderate)	4	5 (Excellent)	Score
Baptist Doctrine (Q1, Q6)	Significant differences from our theological position		Generally aligned with our doctrinal stance		Strongly aligned with our Baptist theology	
Biblical Authority (Q2, Q4)	Limited emphasis on Scripture's authority		Affirms Scripture's authority		Strong commitment to Scripture as primary authority	
Mission/Evangelism Theology (Q3, Q5)	Minimal theological commitment to missions		Basic missions theology		Rich theological understanding of mission	
Discipleship Philosophy (Q3, Q7, Q8)	Unclear or misaligned discipleship approach		Reasonable discipleship philosophy		Compelling, biblical discipleship approach	

NOTES: (Document theological positions and areas of alignment/concern)

SECTION 5: LEADERSHIP AND MINISTRY APPROACH

Reference written questionnaire questions 1-9 in the Leadership and Ministry section

Aspect	1 (Poor)	2	3 (Moderate)	4	5 (Excellent)	Score
Decision-Making Style (Q1, Q5)	Style conflicts with our church governance		Compatible with our decision structures		Excellent fit with our governance approach	
Staff/Volunteer Development (Q2, Q7, Q9)	Limited experience developing others		Some leadership development experience		Strong history of developing leaders	
Conflict Resolution (Q3)	Limited conflict management experience		Some conflict resolution experience		Skilled and proven conflict resolver	
Change Management (Q5, Q6)	Approach to change mismatched to our preferences		Reasonable approach to managing change		Change approach perfectly matched to our needs	
Ministry Philosophy (Q4, Q8)	Ministry approach misaligned with our needs		General ministry approach fits our church		Ministry philosophy ideally suited to our church	

NOTES: (Document leadership style observations and fit with church culture)

SECTION 6: VISION AND STRATEGIC THINKING

Reference written questionnaire questions 1-7 in the Vision and Strategy section and questions 1-7 in the Great Commission/Great Commandment section

Aspect	1 (Poor)	2	3 (Moderate)	4	5 (Excellent)	Score
Understanding of Our Church (Vision Q1, Q5)	Limited grasp of our church's unique identity		Basic understanding of our church		Deep insight into our church's calling	
Community Vision (Vision Q1, Q4, GC Q4, Q5, Q7)	Limited vision for community impact		Reasonable community ministry ideas		Compelling vision for community engagement	
Growth Strategy (Vision Q3, Q4, GC Q2, Q5, Q6)	Vague or misaligned growth approach		Reasonable growth strategy		Clear, compelling strategy aligned with our needs	
Mission Alignment (Vision Q5, Q6, GC Q3, Q5)	Limited alignment with our church mission		General alignment with our mission		Perfect alignment with our church's mission	
First Year Priorities (Vision Q2, Q7)	Priorities misaligned with our needs		Reasonable first year priorities		First year priorities perfectly address our needs	

NOTES: (Document vision alignment and strategic thinking observations)

PHASE 2 SCORING SUMMARY

Section 4 Total: _____ (out of 20 possible points)

Section 5 Total: _____ (out of 25 possible points)

Section 6 Total: _____ (out of 25 possible points)

PHASE 2 TOTAL SCORE: _____ (out of 70 possible points)

PHASE 1 TOTAL SCORE: _____ (out of 65 possible points)

COMBINED SCORE (Phase 1 + Phase 2): _____ (out of 135 possible points)

Scoring Guidelines for Phase 2:

1. **Strong candidates (108+ points, 80% or higher):** Definitely advance to Phase 3
2. **Good candidates (94-107 points, 70-79%):** Consider for Phase 3 interviews
3. **Borderline or below (Below 94 points, below 70%):** Do not advance
4. **Target:** Advance only 3-5 candidates to Phase 3 in-person interviews

Committee Decision:

- ☐ Does not meet our needs sufficiently - Do not advance
- ☐ Meets our needs - Advance to Phase 3 interviews
- ☐ Strong candidate - Prioritize for Phase 3 interviews

Key Strengths:

- 1.
- 2.
- 3.

Key Concerns/Questions for Interview:

- 1.
- 2.
- 3.

PHASE 3: IN-DEPTH EVALUATION

(Complete after interviews, reference checks, and additional interactions)

SECTION 7: INTERVIEW EVALUATION

Reference interview questions in the Interview Question Guidelines section

THEOLOGICAL AND DOCTRINAL ASSESSMENT

Aspect	1 (Poor)	2	3 (Moderate)	4	5 (Excellent)	Score
Theological Articulation (Theo Q1, Q2)	Struggles to clearly articulate theology		Communicates theology reasonably well		Exceptionally clear and compelling theological communication	
Doctrinal Depth (Theo Q3, Q4)	Limited theological depth		Demonstrates solid theological understanding		Shows remarkable theological insight and depth	
Application of Theology (Theo Q2, Q5)	Limited connection of theology to ministry		Connects theology to ministry practice		Seamlessly integrates theology with all aspects of ministry	

NOTES: (Document theological insights from interview)

LEADERSHIP AND PREACHING SKILLS

Aspect	1 (Poor)	2	3 (Moderate)	4	5 (Excellent)	Score
Preaching Effectiveness (Pastoral Q1)	Preaching approach misaligned with our needs		Solid preaching abilities		Exceptional preaching that resonates with our congregation	
Communication Skills (Various questions)	Limited interpersonal communication		Effective communication		Outstanding communicator across all contexts	
Leadership Presence (Leadership Q1, Q2)	Limited leadership presence		Appropriate leadership presence		Compelling, inspiring leadership presence	
Team Building (Leadership Q2, Q4, Q5)	Limited team development ability		Reasonable team builder		Exceptional at building unified, effective teams	

NOTES: (Document leadership and preaching observations)

PERSONAL AND CULTURAL FIT

Aspect	1 (Poor)	2	3 (Moderate)	4	5 (Excellent)	Score
Church Culture Fit	Significant cultural misalignment		Reasonable fit with church culture		Perfect cultural alignment with our church	
Community Connection	Limited interest in our community		Reasonable connection to our community		Deep appreciation and vision for our community	
Interpersonal Dynamics	Concerning interpersonal patterns		Positive interpersonal interactions		Exceptional relationship-building abilities	
Authenticity	Appears guarded or inauthentic		Reasonably authentic and transparent		Remarkably authentic and genuine	

NOTES: (Document observations about personal fit with church and community)

SECTION 8: PERSONAL AND FAMILY FACTORS

Factor	1 (Concern)	2	3 (Acceptable)	4	5 (Excellent)	Score
Family Support for Ministry	Family situation appears challenging for our context		Family seems supportive of ministry		Family engaged in ministry	
Work/Life Balance	Shows signs of burnout or poor boundaries		Demonstrates reasonable balance		Excellent, healthy ministry/life balance	
Compensation Expectations	Expectations significantly exceed our range		Expectations within our general range		Expectations align perfectly with our offer	
Relocation Willingness	Significant relocation concerns		Open to relocation with some considerations		Enthusiastic about relocating to our community	
Long-term Commitment	History suggests short-term tenure		Reasonable commitment expected		Strong indications of long-term commitment	

NOTES: (Document family and personal factor observations)

SECTION 9: REFERENCE INSIGHTS

Complete after speaking with references:

Reference Area	1 (Concern)	2	3 (Acceptable)	4	5 (Excellent)	Score
Character References	References express reservations		References generally positive		References enthusiastically positive	
Leadership Feedback	Leadership weaknesses identified		Positive leadership assessment		Exceptional leadership reports	
Relationship Building	Limited relationship abilities reported		Good interpersonal skills confirmed		Outstanding relationship builder	
Ministry Effectiveness	Limited ministry impact reported		Positive ministry outcomes reported		Exceptional ministry results confirmed	
Overall	References hesitant to recommend		References recommend with comfort		References recommend without reservation	

NOTES: (Document key insights from references - both positive and concerning)

SECTION 10: OVERALL ASSESSMENT

Phase 1 Scoring Summary (Resume Screening):

Section 1 (Basic Qualifications): _____ (out of 30 possible points)

Section 2 (Congregational Priority Alignment): _____ (out of 15 possible points)

Section 3 (Demographic Alignment): _____ (out of 20 possible points)

PHASE 1 TOTAL: _____ (out of 65 possible points)

Phase 2 Scoring Summary (Written Questionnaire):

Section 4 (Theological Assessment): _____ (out of 20 possible points)

Section 5 (Leadership and Ministry Approach): _____ (out of 25 possible points)

Section 6 (Vision and Strategic Thinking): _____ (out of 25 possible points)

PHASE 2 TOTAL: _____ (out of 70 possible points)

Phase 3 Scoring Summary (In-Person Evaluation):

Section 7 (Interview Evaluation): _____ (out of 55 possible points)

Section 8 (Personal and Family Factors): _____ (out of 25 possible points)

Section 9 (References): _____ (out of 25 possible points)

PHASE 3 TOTAL: _____ (out of 105 possible points)

COMBINED SCORE (All Phases): _____ (out of 240 possible points)

Scoring Guidelines for Final Assessment:

- **Exceptional match (192+ points, 80% or higher):** Candidate strongly aligns with our church's needs and vision
- **Good match (168-191 points, 70-79%):** Candidate meets most of our church's needs with some strengths
- **Potentially suitable (144-167 points, 60-69%):** Candidate meets basic requirements but has notable concerns
- **Not recommended (Below 144 points, below 60%):** Candidate does not sufficiently align with our church's needs

Final Committee Decision:

- ☐ Not a good match for our needs
- ☐ Potentially suitable with some reservations
- ☐ Good candidate worth serious consideration
- ☐ Exceptional candidate - strong match for our needs

Top 3 Strengths for Our Church:

- 1.
- 2.
- 3.

Top 3 Concerns or Growth Areas:

- 1.
- 2.
- 3.

Additional Comments:

WRITTEN QUESTIONNAIRE GUIDELINES

Below are suggested questions for the written questionnaire (Phase 2).

Select 15-20 questions that best align with your church's priorities:

Theological and Doctrinal Questions (select 4-5):

1. How would you describe your theological position within Baptist life?
2. What role does Scripture play in your preaching and decision-making?
3. How do you understand the relationship between evangelism and discipleship?
4. What is your approach to interpreting difficult biblical passages?
5. How would you explain your understanding of the Great Commission and Great Commandment?
6. What is your position on key Baptist distinctives (e.g., priesthood of believers, autonomy of the local church)?
7. How do you balance grace and truth in your ministry?
8. How do you approach controversial theological topics when they arise in the church?

Leadership and Ministry Questions (select 4-5):

1. Describe your approach to church leadership and decision-making.
2. How do you identify and develop new leaders?
3. Tell us about a significant church conflict you navigated and how you handled it.
4. How do you balance administrative responsibilities with pastoral ministry?
5. Describe your approach to managing change in the church.
6. What is your process for evaluating ministry effectiveness?
7. How do you approach staff development and accountability?
8. What is your philosophy of church finances and stewardship?
9. How do you delegate responsibilities and empower volunteers?

Great Commission/Great Commandment Questions (select 3-4):

1. How have you personally engaged in evangelism in the past year?
2. Describe a discipleship initiative you've led that produced measurable growth.
3. How have you led your previous churches in missions engagement?
4. Share an example of how you've modeled loving your neighbors sacrificially.
5. How would you help our church become more effective in both evangelism and compassion?
6. What strategies have you found effective for equipping church members for ministry?

7. How do you balance internal church ministry with community outreach?

Vision and Strategy Questions (select 3-4):

1. Based on what you know about our church, what do you see as our greatest opportunities?
2. How would you approach your first 90 days as our pastor?
3. How do you develop and communicate vision?
4. Describe how you've helped a previous church navigate significant change.
5. What questions do you have about our church's mission and vision?
6. How do you balance honoring church traditions while pursuing necessary changes?
7. What do you believe would be your top priorities in the first year at our church?

Personal Ministry Questions (select 1-2):

1. Describe your preaching style and preparation process.
2. How do you maintain work-life balance in ministry?
3. What are your greatest strengths and growth areas in ministry?
4. What attracted you to our church specifically?
5. How would your family adjust to moving to our community?

INTERVIEW QUESTION GUIDELINES

Below are suggested questions for in-person interviews (Phase 3). Select questions strategically based on areas needing further clarification after the written questionnaire:

Initial Interview (First In-Person):

Select 6-8 questions that follow up on written questionnaire responses that need elaboration.

Main Interview (Comprehensive):

Select 10-12 questions across categories for a thorough assessment.

Final Interview (With Finalist Candidates):

Focus on vision alignment, specific ministry approaches, and any remaining concerns.

Follow-up Theological Questions:

1. How would you explain your theological perspective to someone without a church background?
2. How does your theology inform your approach to [specific ministry area important to your church]?
3. What theological issue have you changed your mind on over the years, and why?
4. How do you approach teaching difficult or controversial biblical passages?
5. How do you help church members develop theological discernment?

Leadership and Ministry Follow-ups:

1. Describe a specific situation where you had to lead significant change. What was your approach?
2. How have you handled opposition or resistance to your leadership?
3. Tell us about a ministry initiative that didn't work out as planned. What did you learn?
4. How do you approach setting and communicating expectations with staff and volunteers?
5. What would previous staff members say about your leadership style?
6. How do you measure your effectiveness as a pastor?

Pastoral Care and Relationships:

1. Describe how you typically structure your visitation and pastoral care ministry.
2. How do you maintain appropriate boundaries in pastoral counseling?
3. Tell us about a particularly challenging pastoral care situation and how you handled it.
4. How do you ensure that pastoral care needs are met in a growing church?
5. How do you approach ministry to different age groups within the church?

Practical Scenario Questions:

1. How would you handle conflict between two influential church members?
2. What would your approach be if attendance or giving began to decline?
3. How would you address a theological disagreement between church members?
4. If a ministry is struggling, what process would you follow to evaluate and revitalize it?
5. How would you respond to community criticism of the church?
6. Have you ever led a capital campaign?

Personal and Family Questions:

1. What aspects of our church and community most excite you and your family?
2. How do you maintain spiritual vitality in the midst of busy ministry?
3. What practices help you maintain healthy work-life boundaries?
4. How does your family participate in your ministry?
5. What questions or concerns do you have about our church or community?

Vision and Future Questions:

1. Based on what you know now, what would be your vision for our church in 5 years?
2. What do you see as the biggest challenges and opportunities facing our church?
3. How would you approach helping our church grow in both Great Commission and Great Commandment effectiveness?
4. What excites you most about potentially serving as our pastor?
5. What questions do you have for us about our church's future?