

Chapter 2 Tool

If . . . Then Questions

(page 113 in *Pastor and People*)

The following questions could be used over the course of several meetings. Choose one or two at a time to discuss in a group.

1. If you expect higher morality from your pastor, then what do you expect from other leaders?
2. If pastors saw themselves as shepherds, then how would they see members of a congregation?
3. If most congregation members knew more about most things than the pastor, then what would happen?
4. If you encouraged someone to consider ordained ministry as a vocation, then how would you characterize this calling?
5. If pastors thought of themselves as administrators of programs, then how would they define success?
6. If pastors only performed those tasks that help members of congregations to do their daily life ministries, then what would pastors stop doing?
7. If you were to name the five biggest misconceptions about the ministry of the people, then what would you list?
8. If you were to name the five biggest misconceptions about the pastor's role, then what would you list?
9. If _____, then _____?
10. If _____, then _____?

Some of these questions were adapted from Bob Sitze, Director for Congregational Stewardship Development, ELCA Division for Congregational Ministries.

Pastor and People: Making Mutual Ministry Work, copyright © Augsburg Fortress. May be reproduced for local use.

Chapter 3 Tool

A Look at Pastoral Roles

(pages 114-115 in *Pastor and People*)

Use this tool in your congregation council, call committee, mutual ministry committee, or other group that works with the relationship between pastor and people to discuss your perceptions of pastoral roles.

Ask each person to complete questions 1 through 3 on their own. Responses to question 3 could be shared in small groups. Work on step 4 as a large group.

1. You have 50 points to distribute throughout the following list. In Column A, distribute the points based on your own understanding of the needs of your congregation at this time.
2. Think of a pastor who had a positive effect on you. In Column B, distribute 50 points based on your understanding of the roles carried out by this pastor.
3. Compare your responses in Column A and Column B. What effect, if any, did your responses in Column B have on your “ideal” list in Column A?
4. In Column C, attempt to distribute 50 points in a way that reflects group consensus. Consider inviting your pastor to participate in this process.

| | Column A | Column B | Column C |
|----------------------------------|-----------------|-----------------|-----------------|
| Preacher | | | |
| Teacher | | | |
| Priest | | | |
| Prophet | | | |
| Pastoral caregiver | | | |
| Administrator | | | |
| Cheerleader | | | |
| Ambassador | | | |
| Blessed presence | | | |
| Midwife for life passages | | | |
| Ritual maker | | | |
| Keeper of the story | | | |
| Curator of the tradition | | | |
| Chief executive officer | | | |
| Activities director | | | |
| Role model | | | |
| One of us | | | |
| Corporate therapist | | | |
| Other: _____ | | | |

Chapter 4 Tool

Would I Be a Good Mutual Ministry Committee Member?

Discernment exercise

(pages 116-117 in *Pastor and People*)

Read Romans 12, 1 Corinthians 12, 2 Corinthians 4, and Ephesians 4. In light of these texts and your knowledge of yourself, answer the following questions:

1. Do I keep confidences easily?
2. Am I able to speak my mind in a diplomatic way?
3. Am I truly a team player?
4. Am I patient enough for a lengthy process of relationship building?
5. Am I willing to tackle difficult tasks?
6. Do I have the time, or will I make the time, to give mutual ministry adequate attention?
7. Am I good listener?
8. Am I able to both lead and follow?
9. Am I willing to let go and trust the Holy Spirit?
10. Am I able to consider the well-being of the whole life of the congregation?
11. Am I open to having my mind changed?
12. Am I willing to speak up when I disagree with what others are saying?

No one will be able to honestly answer “yes” to all of these questions. After prayerful consideration of these questions, if you can answer most of them with a strong affirmation, then you have a good chance of being an effective member of the Mutual Ministry Committee.

Pastor and People: Making Mutual Ministry Work, copyright © Augsburg Fortress. May be reproduced for local use.

Chapter 4 Tool

Bible Study

(This tool is available only online. It is not in the book *Pastor and People*.)

This is an example of the type of Bible study a Mutual Ministry Committee might do. Not every study would necessarily lead to an insight about the congregation or the community.

Read Luke 15:11-32.

1. What does this parable tell us about the God we follow, proclaim and serve?
2. What does this parable suggest about the church?
3. Where do you see yourself in this parable? To which character do you most easily relate? Is there room in the church for both sons (and a father such as this)?
4. Think about your congregation and the community in which you live. Is there a message in this passage for your congregation? If so, put that message into your own words. Does the rest of the committee agree? Is there any sense of consensus on this?

Pastor and People: Making Mutual Ministry Work, copyright © Augsburg Fortress. May be reproduced for local use.

Chapter 4 Tool

Relationship Building Exercises

(This tool is available only online. It is not in the book *Pastor and People*.)

Discovering One Another

1. I am a Christian because . . .
2. My strongest quality is . . .
3. My greatest area for growth is . . .
4. My usual means of avoiding conflict is . . .
5. My biggest worry right now is . . .
6. A sensitive area in which I have trouble taking criticism is . . .
7. My greatest fear about being a member of this committee is . . .
8. One thing I find difficult (unpleasant, confusing) to talk about is . . .
9. One thing that brings me joy is . . .
10. My best hope for this group is . . .

Sharing Our Faith Vision

1. When I pray, I . . .
2. When I pray, I pray about . . .
3. Describe an experience that strengthened your faith . . .
4. Describe a religious, spiritual, or church experience that bothered you . . .
5. Describe how you imagine your faith will impact you as a member of this committee . . .
6. Name some doubts or concerns you have about being on this committee . . .
7. Name some positive things that might happen for you through your participation in this committee . . .

Adapted from *Perspectives on Marriage*, © 1998 by ACTA Publications. Used with permission.
Pastor and People: Making Mutual Ministry Work, copyright © Augsburg Fortress. May be reproduced for local use.

Chapter 4 tool

Case Studies for Discussion

(pages 118-119 in *Pastor and People*)

Case study 1

Your congregation is one of the few remaining viable congregations in a small town that has experienced significant population loss and economic difficulty for the past 50 years. The pastor is capable but a bit inexperienced, the third first-call pastor in a row for the congregation. The average attendance at worship is 130, while the average age of the members is 55 plus. The Sunday School still provides classes for kindergarten through junior high or middle school, but the classes are grouped together because of the small number of children. There is virtually no day care or pre-school available in town.

The mutual ministry committee has reviewed recent census data, which reveals an influx of new families, most with young children, into new housing being built on former factory sites on the outskirts of town. There are many two-income households in this new development and most of the residents commute to a nearby medium-sized city for work.

How does your mutual ministry committee deal with this information? What do you discuss? Is there other information you might wish to gather? Are there people with whom you want to talk? How will you respond?

Case Study 2

Your congregation is very active and averages about 150 at worship each week. The pastor is widely acknowledged as both a hard worker and a family person.

In the past three weeks, an unusual number of congregational members have died—seven all told. One was a young child who died of sudden infant death syndrome. One was a mother in her mid-thirties who died of cancer. A car accident claimed an active teenager's life. Four were elderly, including two who had been confined to their homes due to health. All four had been as involved in the congregation as their circumstances allowed.

A week after the last funeral, the Mutual Ministry Committee meets, and the unusual number of deaths comes up in discussion.

Use your imagination and discuss how the committee might respond should this happen in your congregation, keeping in mind that mutual ministry is about the ministry of the whole congregation.

Chapter 5 Tool
Tending Your Personal Growth
Self-assessment for pastors
(pages 120-121 in *Pastor and People*)

1. Read 1 Timothy 4:14-16.

2. For the following six areas of health and wholeness, think about what you are currently doing. Are there areas in which you're currently not doing anything? Write down your thoughts in the "Reality" column.

- Spiritual: Your personal and corporate relationship with God, including prayer, study, contemplation, and reflection.

- Physical: Attention to health, nutrition, and exercise and avoidance of abusive behaviors.

- Emotional: Management of stress and mental health.

- Social: Healthy relationships with partners, children, and/or friends, and learning how to love deeply and knowing that you are loved. A healthy support system is essential for this area of health and wholeness.

- Vocational: Accepting your call to ministry and recognizing, developing, and using your gifts.

- Intellectual: Intellectual growth through participation in lifelong learning, study, and challenging conversations.

3. What do you need to discard, either because it hasn't worked or is no longer serving your growth needs? Write down your thoughts in the "Weeds" column.

4. What do you need to seed for the future? In which direction would you like to go? What is your dream or vision? Write down your thoughts in the "Seeds" column.

| | Reality | Weeds | Seeds |
|--------------|---------|-------|-------|
| Spiritual | | | |
| Physical | | | |
| Emotional | | | |
| Social | | | |
| Vocational | | | |
| Intellectual | | | |

The six categories are adapted from the Wholeness Wheel originally developed by the InterLutheran Coordinating Committee on Ministerial Health and Wellness, 1997, and used in Ministerial Health and Wellness 2002, ELCA Division for Ministry and Board of Pensions.

Pastor and People: Making Mutual Ministry Work, copyright © Augsburg Fortress. May be reproduced for local use.

Chapter 6 Tool
Reviewing Ministry Goals and Achievements
(page 122 in *Pastor and People*)

On an annual basis, review the ministry goals established last year (or the priorities outlined on the Statement Form in the pastor's call documents) and discuss how the pastor, staff, and laity have contributed toward the meeting of each goal.

Provide each person participating in the evaluation process with a list of the ministry goals and a copy of this worksheet for each goal.

1. A ministry goal for this year was
2. I have attempted to carry out this goal by
3. I have seen the pastor, staff, or other members of the congregation carry out this goal by
4. Select the statement that best describes your current thoughts about this ministry goal:
 We have completed this goal.
 This goal needs more time and work.
 This goal is no longer necessary.
 This goal turned out to be unrealistic.
5. Additional comments you would like to make concerning this goal:

Chapter 6 Tool
Performance Evaluation

(The chart form of this tool is available only online. It is not in the book *Pastor and People*.)

Use this tool to enable conversation about the ministry of pastor and people over the last year. Discuss the four basic ministry areas and the overall ratings and record what is well done, adequate, needs improvement, and/or items for further conversation.

| | Well done | Adequate | Needs improvement | For further conversation |
|---|-----------|----------|-------------------|--------------------------|
| 1. Understanding of ministry | | | | |
| <i>Pastor</i> demonstrates a clear understanding of responsibilities in this area (ELCA Model Constitution C9.03): <ul style="list-style-type: none"> • preaching | | | | |
| <ul style="list-style-type: none"> • administering the sacraments | | | | |
| <i>Council members</i> demonstrate a clear understanding of their responsibilities in this area (C12.04): <ul style="list-style-type: none"> • stating the congregation's mission, conducting long-range planning, and evaluating the council's activities | | | | |
| <ul style="list-style-type: none"> • maintaining supportive relationships with the pastor and staff and assisting in annual evaluation of their ministries modeling a faithful lifestyle | | | | |
| <i>The climate or culture of the congregation</i> encourages members to use their gifts for ministry in the congregation and community. | | | | |

2. Caring for the needs of the congregation

| | | | | |
|--|--|--|--|--|
| <p><i>Pastor</i> demonstrates a clear understanding of responsibilities in this area (C9.03 and C9.12):</p> <ul style="list-style-type: none">• conducting worship | | | | |
| <ul style="list-style-type: none">• providing pastoral care | | | | |
| <ul style="list-style-type: none">• offering instruction and services for confirmation and marriage, visiting the sick, and conducting funerals | | | | |
| <ul style="list-style-type: none">• supervising the congregation's schools and organizations | | | | |
| <ul style="list-style-type: none">• installing council members | | | | |
| <ul style="list-style-type: none">• administering discipline with the council | | | | |

| | | | | |
|--|--|--|--|--|
| <ul style="list-style-type: none"> • keeping accurate records on baptisms, confirmations, marriages, burials, communicants, and membership | | | | |
| <ul style="list-style-type: none"> • submitting statistics to the synod annually | | | | |
| <p><i>Council members</i> demonstrate a clear understanding of their responsibilities in this area (C12.04):</p> <ul style="list-style-type: none"> • seeking to involve all members of the congregation in congregational life | | | | |
| <ul style="list-style-type: none"> • overseeing the administration of the congregation | | | | |
| <ul style="list-style-type: none"> • arranging for pastoral services in the pastor's absence | | | | |
| <ul style="list-style-type: none"> • handling the congregation's financial and property matters | | | | |
| <ul style="list-style-type: none"> • preparing an annual budget | | | | |

| | | | | |
|---|--|--|--|--|
| <ul style="list-style-type: none"> ensuring that provisions of the constitution are carried out | | | | |
| <ul style="list-style-type: none"> submitting a comprehensive report at the annual meeting | | | | |
| <p><i>The climate or culture of the congregation</i> encourages members to assume responsibilities and leadership roles and follow through on their commitments.</p> | | | | |
| <p>3. Taking Christ's mission into the world</p> | | | | |
| <p><i>Pastor</i> demonstrates a clear understanding of responsibilities in this area (C9.03):</p> <ul style="list-style-type: none"> speaking for poor and oppressed people, calling for justice, and proclaiming God's love for the world | | | | |
| <ul style="list-style-type: none"> promoting the Kingdom of God | | | | |
| <ul style="list-style-type: none"> encouraging qualified individuals to consider ordained ministry | | | | |
| <ul style="list-style-type: none"> distributing information about the ELCA and its ministry | | | | |

| | | | | |
|--|--|--|--|--|
| <ul style="list-style-type: none"> • encouraging the congregation to support the synod and churchwide organization | | | | |
| <p><i>Council members</i> demonstrate a clear understanding of their responsibilities in this area (C12.04):</p> <ul style="list-style-type: none"> • encouraging partnership with the synod and ELCA and the use of ELCA resources | | | | |
| <ul style="list-style-type: none"> • inviting qualified individuals to consider ordained ministry | | | | |
| <p><i>Members of the congregation</i> are willing to actively invite others to:</p> <ul style="list-style-type: none"> • worship and other ministry opportunities | | | | |
| <ul style="list-style-type: none"> • serve non-members in the name of Christ | | | | |
| <ul style="list-style-type: none"> • carry out the work of Jesus Christ in the world today | | | | |
| 4. Mutual ministry | | | | |
| <p><i>Pastor</i> demonstrates a clear understanding of responsibilities in this area:</p> <ul style="list-style-type: none"> • supervising staff members | | | | |

| | | | | |
|--|--|--|--|--|
| <ul style="list-style-type: none"> • communicating well with the council | | | | |
| <ul style="list-style-type: none"> • caring for our mutual life together in ways that create a positive climate | | | | |
| <p><i>Council members</i> demonstrate a clear understanding of their responsibilities in this area:</p> <ul style="list-style-type: none"> • communicating well with the pastor | | | | |
| <ul style="list-style-type: none"> • caring for our mutual life together in ways that create a positive climate | | | | |
| <p><i>The climate or culture of the congregation</i> encourages members to care for one another and for our mutual life together in ways that create a positive climate.</p> | | | | |
| 5. Overall ratings | | | | |
| Overall, <i>the pastor</i> is functioning effectively. | | | | |
| Overall, <i>the congregation council</i> is functioning effectively. | | | | |

| | | | | |
|--|--|--|--|--|
| Overall, <i>our congregation</i> is functioning effectively. | | | | |
|--|--|--|--|--|

Pastor and People: Making Mutual Ministry Work, copyright © Augsburg Fortress. May be reproduced for local use.

Chapter 6 Tool Performance Evaluation

(pages 123-125 in *Pastor and People*)

Use this tool to enable conversation about the ministry of pastor and people over the last year. Discuss the four basic ministry areas and the overall ratings and record what is well done, adequate, needs improvement, and/or items for further conversation.

1. Understanding of ministry

Pastor demonstrates a clear understanding of responsibilities in this area (ELCA Model Constitution C9.03):

- preaching
- administering the sacraments

Council members demonstrate a clear understanding of their responsibilities in this area (C12.04):

- stating the congregation's mission, conducting long-range planning, and evaluating the council's activities
- maintaining supportive relationships with the pastor and staff and assisting in annual evaluation of their ministries
- modeling a faithful lifestyle

The climate or culture of the congregation encourages members to use their gifts for ministry in the congregation and community.

2. Caring for the needs of the congregation

Pastor demonstrates a clear understanding of responsibilities in this area (C9.03 and C9.12):

- conducting worship
- providing pastoral care
- offering instruction and services for confirmation and marriage, visiting the sick, and conducting funerals
- supervising the congregation's schools and organizations
- installing council members and administering discipline with the council
- keeping accurate records on baptisms, confirmations, marriages, burials, communicants, and membership
- submitting statistics to the synod annually

Council members demonstrate a clear understanding of their responsibilities in this area (C12.04):

- seeking to involve all members of the congregation in congregational life
- overseeing the administration of the congregation

- arranging for pastoral services in the pastor's absence
- handling the congregation's financial and property matters
- preparing an annual budget
- ensuring that provisions of the constitution are carried out
- submitting a comprehensive report at the annual meeting

The climate or culture of the congregation encourages members to assume responsibilities and leadership roles and follow through on their commitments.

3. Taking Christ's mission into the world

Pastor demonstrates a clear understanding of responsibilities in this area (C9.03):

- speaking for poor and oppressed people, calling for justice, and proclaiming God's love for the world
- encouraging qualified individuals to consider ordained ministry
- distributing information about the ELCA and its ministry
- encouraging the congregation to support the synod and churchwide organization

Council members demonstrate a clear understanding of their responsibilities in this area (C12.04):

- encouraging partnership with the synod and ELCA and the use of ELCA resources
- inviting qualified individuals to consider ordained ministry

Members of the congregation are willing to actively invite others to worship and other ministry opportunities, serve non-members in the name of Christ, and carry out the work of Jesus Christ in the world today.

4. Mutual ministry

Pastor demonstrates a clear understanding of responsibilities in this area:

- supervising staff members
- communicating well with the council
- caring for our mutual life together in ways that create a positive climate

Council members demonstrate a clear understanding of their responsibilities in this area:

- communicating well with the pastor
- caring for our mutual life together in ways that create a positive climate

The climate or culture of the congregation encourages members to care for one another and for our mutual life together in ways that create a positive climate.

5. Overall ratings

Overall, *the pastor* is functioning effectively.

Overall, *the congregation council* is functioning effectively.

Overall, *our congregation* is functioning effectively.

Pastor and People: Making Mutual Ministry Work, copyright © Augsburg Fortress. May be reproduced for local use.

Chapter 6 Tool
Developing Ministry Goals
(page 126 in *Pastor and People*)

1. As a group, consider these questions:
 - Are there goals from last year that need to be continued?
 - Are there current ministries that are effective, but need to be strengthened?
 - Is our outreach to the community as strong as it should be?
 - In what specific ways could we strengthen our witness to Christ by interacting with unchurched people in our area?
 - In what specific ways could we increase our support of the people who are already a part of our congregation?
 - Are we fully utilizing our gifts to support God's people throughout the world?
2. Individually, before the next meeting, list up to four goals you believe will strengthen the congregation's ministry during the coming year.
3. At the next meeting, work with your group to develop a set of realistic ministry goals. Once the goals have been agreed upon, go back to each one and decide how the pastor, staff, and laity will be expected to contribute to carrying out that particular ministry goal.

Chapter 7 Tool
Checklist for the Personnel Committee
(pages 127-128 in *Pastor and People*)

For each of the following items, place a check mark in the blank if the responsibility is regularly carried out. Place an “N” in the blank if the responsibility needs attention.

___ 1. The committee has on hand a written assignment for its work from the congregation’s constitution, to which it is accountable.

___ 2. The committee has read and discussed the relevant sections of the congregation’s constitution, bylaws, and continuing resolutions (especially the chapters on Powers of the Congregation, the Pastor, and the Congregation Council) and has verified that it conforms to the Model Constitution for Congregations of the ELCA.

___ 3. Committee members all agree that the primary focus of their work will be fairness to the personnel of the congregation.

___ 4. The committee has interviewed the congregation’s attorney and insurance agent, and understands the issues involved in liability.

___ 5. The committee has met with the mutual ministry committee and with the review committee; all members of these committees are clear about their responsibilities. In cases where committee memberships overlap, all members are clear about the need to separate these functions.

___ 6. The committee has jointly reviewed the Letter of Call for the pastor(s) with special attention to the sections on compensation, and on specific responsibilities if there are multiple pastors.

___ 7. The committee has jointly reviewed the most recent action(s) of the synod on clergy compensation.

___ 8. The pastor, based on counsel from independent tax advisors, annually submits a request for how overall compensation is distributed, including the amount designated as housing allowance.

___ 9. The committee annually submits comprehensive compensation recommendations for the pastor to the congregation council, and these recommendations are included in the budget as presented to the congregation.

___ 10. The committee has verified that all required payments on behalf of the pastor (such as pension and health benefits) are made in a timely way.

___11. The committee has reviewed sections of the Letter of Call that deal with time away from the congregation, and has, in consultation with the pastor, developed clarifying policies as needed.

___12. Clear written policies on continuing education (approval of plans, time allotted, and funding) are in place.

___13. A clear system for the reporting and payment of reimbursable expenses is in place in the congregation. There are established procedures for complaints by the pastor or staff if payments are not made in a timely way.

___14. There is a publicized procedure for making complaints if the pastor or a staff member is subjected to sexual harassment or other forms of mistreatment.

___15. There is a publicized process to be followed in the case of allegations of sexual abuse or other illegal actions by the pastor, staff members, or other people working on behalf of the congregation.

___16. The committee has audited the safety of the congregation's working environment, including interviews with the pastor and staff about problem areas. Changes, as needed, have been recommended to the congregation council.

___17. Personnel files have been created and maintained for every staff member, including job descriptions and a delineation of the scope of their authority.

___18. Every member of the committee and congregation council has at hand the name of the synodical bishop and contact information for the synod office.