# Perceptions of the Pastoral Selection Process In the Seventh-day Adventist Church In Australia and New Zealand

By Zane J Edwards
Student # 833122

Supervisor
Dr Peter Morey

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## Declaration

I Zane Jonathan Edwards do hereby declare that:

I. This thesis is my own work

II. All persons consulted, and assistance rendered are fully acknowledged

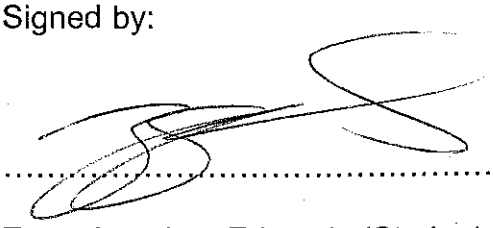
III. All references used are indicated in the text and accurately reported in the list of references

IV. The substance of this thesis has not been presented, in whole, or in part by me, to any University for a degree, and

V. The data used in this thesis was obtained by me from a cross section of the Seventh-day Adventist Church in Australia and New Zealand.

This declaration was made at the South New South Wales Conference Office of the Seventh-day Adventist Church on October 30, 2001.

Signed by:



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Zane Jonathan Edwards (Student # 833122)

## Acknowledgements

Undertaking such a significant task as this research while still working on a fulltime basis is a daunting prospect. The reality was no less so!

Special thanks are due to Dr Peter Morey or Avondale College, my supervisor, mentor and friend. Peter, your passion for learning is infectious and you have been a great encouragement and support. Thank you for your incisive insights and your eternal optimism.

I wish to record my thanks to both my current employer, the South New South Wales Conference of the Seventh-day Adventist Church, and my previous employer, the South New Zealand Conference of the Seventh-day Adventist Church for granting permission, time and funding for me to pursue the course of study which is culminating in this research paper. It is my sincere hope that this investment will reap dividends for the church in the coming years.

My family have borne much of the "cost" of this research by giving up much of the time normally spent with me as husband and father. Thank you for your patience and love through this busy time.

**Abstract**

This research seeks to identify the perceptions of the pastoral selection process in the Seventh-day Adventist Church in Australia and New Zealand. Specifically, it seeks to gather perceptions of church members as they relate to the strengths and weaknesses of the current system. Who has the most influence in the pastoral selection process? How the concept of the "call" to ministry relates to the process? Whether or not there is enough information available to the process and what criteria are used in making selection decisions?

The research is constructed from an analysis of the current general HRM selection literature and the limited pastoral selection literature. A three-part survey instrument (see appendix one) was completed by eighty-nine respondents from Australia and New Zealand.

The strengths of the current system are seen as its independence from the pressure groups of the local church, yet with meaningful dialogue between local churches (where it occurs). The perceived weaknesses lie in the lack of information available to the process and the perceived heavy reliance upon second-hand information upon which selection decisions are based.

Respondents indicated their perception that more consultation, more dialogue, more information to inform the process and more effort to match pastors with congregations would seriously improve the current process. Tradition, the politics of control, time limitations and resistance by pastors were cited as perceived barriers to these changes actually occurring.

The comparison of the pastoral selection process with current HR practice revealed little congruence. Generally pastoral selection is not perceived as being done strategically and the general lack of quality information to inform the process means that selection based on competency or harmonisation is not possible.

Perceptions of influence reveal that Conference Administration and Executive Committees are seen as having the most influence in the pastoral selection process.

The influence of Union and Division is the factor most susceptible to demographic variance. Respondents who have been church members between 21 and 30 years, or who are female, or who have been denominationally employed in the past, or who have been Executive Committee members in the past, or who have been Conference Administrators in the past are more likely to perceive that the Union and Division have greater influence in the selection process than do the other groups within each demographic category.

Recommendations coming out of the study include having all pastors maintaining a current CV accessible to prospective employers, intentional and formal information sharing between local churches and their Conference on at least an annual basis relative to their situation and needs, annual appraisals for pastors, a centralised and strategic view of staffing at a national level, the advertising of pastoral vacancies and occasional joint-staffing between Conferences to introduce new personnel into their team.

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# Chapter 1

## Project Rationale

### 1.1 – Introduction

The pastor in today's churches is a pivotal figure. The pastor provides leadership and direction to the ministry activity of the church. Therefore, ensuring that appropriate pastors are selected for specific roles, and that the selection process is perceived to be fair and reasonable, is vital to the success of the mission of the church.

This research was undertaken precisely because the pastoral role is so important to the success of the mission of the church. As a church, the Seventh-day Adventist denomination needs to understand the process by which its pastors are selected rather than allowing it to occur by default. At the current time there is a vacuum of information about the pastoral selection process. Further, and perhaps more importantly, there is no information relating to the perceptions of the various parties involved (eg pastors, Conference administrators, Executive Committees and local church members) but it is their perceptions that will ultimately significantly impact on the effectiveness of the process. This research has sought to bring some illumination to this issue in Australia and New Zealand by sampling the perceptions of the selection process from the different groups within the church that are involved with, and impacted by, the pastoral selection process. This will be helpful to the church in the future as it reflects on the current process and considers how that process can be refined, improved and communicated to yield the best outcomes for Conferences, congregations, pastors and the collective mission to which they have been called.

### 1.2 – The Research Question

The goal of the research is to seek to understand how the pastoral selection process is perceived within the church. More specifically, this project addresses the following questions: What are the perceived strengths and weaknesses of the present selection process? Where does the concept of the divine "call" fit into the selection process? What criteria are perceived to be used in the selection process? Who, what groups or other factors are perceived to have the most influence in the process? Is it perceived that there is sufficient information available to those involved directly in the selection process?

### 1.3 – The Report Format

The report begins with a literature review (chapter two) that surveys HRM literature as it relates to current selection practices in general. It then focuses on surveying the limited amount of literature that addresses pastoral selection practice.

In chapter three, a brief description is given of Seventh-day Adventist structure, culture and the current selection process, to provide a context for the study. Chapter four describes the method of research. It gives an overview of the process as well as specific details relating to each of the three sections of the survey instrument. Chapter five gives a summary of the demographic sample that formed the basis of the study. Chapter six describes the responses. The data is analysed and patterns, themes and trends are identified. Four main issues that emerge from the data are identified. Chapter seven takes the analysis a further step and compares the responses between the demographic groupings identified within the sample group to see if there is any significant difference in their responses.

Chapter eight deals with the qualitative responses from the surveys. Responses are coded, categorised and trends are identified.

In chapter nine the current selection practices as identified in the survey are compared with current general HRM practice. Similarities and disparities are identified.

Chapter ten summarises the findings of the study by way of conclusion and makes recommendations in terms of the pastoral selection practice in the Australian and New Zealand Seventh-day Adventist Church.

# Chapter 2

## Review of Literature and Present Practice

### 2.1 – General HRM Literature

With the focus on the importance of Human Resource Management in the last decade the role of staff selection is now being seen as a strategic activity by many organisations. This has led to a much greater interest in the methodology surrounding organisational recruitment and selection. Compton and Nankervis (1998) argue that recruitment and selection need to be viewed as strategic activities within the organisaiton and further, that HR managers must account for success or failure in staff recruitment and selection.

Much has been written about various methods of selecting staff. Different methods have attracted support over the years. Monahan and Muchinsky (1983) analysed 394 personnel selection studies and noted significant change in personnel selection research over the preceding 30 years and how past research compared with the current professional standards for selection.

Wood and Payne (1998) have given study to many different models and maintain that when all the mystery is removed there is a common thread which links all the different methods – *competencies*. They argue that regardless of the context or methodology, essentially the purpose is to identify the competencies of the candidate. They maintain that this must be the basis of any selection practice.

While Wood & Payne (1998) talk of competency, Burton (1988) talks of merit. Burton defines merit as the "relationship between a person's qualities and those required for performance in particular positions" (Burton, 1988, p. 1). Although coming from a viewpoint that reflects the debate surrounding gender in the workplace, the principles Burton highlights are relevant to the selection issue in the workplace. Part of Burton's thesis is that it is not only important to analyse **why** particular candidates might be selected, but also why particular candidates might **not** be selected.

There is good evidence that there are underlying reasons quite separate from the issue of competency or merit that do affect selection practice. One of these influences is the *transaction cost.* This is the cost differential between making a selection from within or outside of the organisation. Schwan and Soeters(1994) maintain that this factor plays a significant part in organisational staff selection and interacts with other organisational priorities to affect selection practice. Thus, the most competent or meritorious person may not be selected.

The reality that organisations do **not** use the most effective selection practice is of interest to us in this review. The reasons **why** are even more interesting. Why would an organisation not use the most effective method of selection? Terpstra and Rozell (1997) address this question and identify some of the potential reasons. Significantly, the type of training and background of the HRM practitioner was identified as the one distinctive underlying variable in the research.

Ryan and McFarland (1999) address the issue of international differences in selection practice. Why is one method used in one country and not another? Does culture play a part in selection practice? According to their research the answer is yes, but even more interesting is why the answer *is* yes. The research revealed that differences in uncertainty avoidance, and, to a lesser extent, power distance, explained some of the selection practice differences. This can help us to build a framework for understanding global selection practice.

Harmonisation is an important issue to deal with in the selection process according to de Wolff and van den Bosch (1998). Ensuring harmonisation between the organisation and the selection candidate produce a greater degree of effectiveness in the job and dignity for both parties.

So, can we be confident of getting the right person into the job? Salgado (1999) maintains that if the right procedures are used, there is a higher likelihood of matching the job with an appropriate person now than there was ten years ago. In the past six years, he asserts, more attention has been given to the validity of theoretical predictors of job performance. This research has revealed that even personality measurement has value in terms of prediction of job performance, contrary to what previous belief held.

So, how can selection be done to ensure the best possible outcomes? Roe (1998) has investigated methodology in terms of the prediction of actual work performance. He offers an overview of methods and instruments to be used in implementation. He

emphasises the more formal methods; however informal or clinical methods, and their usefulness, are also discussed.

## 2.2 – General Pastoral Selection Literature

Turning to the selection processes engaged by religious organisations to select their pastoral staff one encounters a void of information. Research into the clergy selection process is almost non-existent. The question of why this is so would be an interesting study in itself. There are but a handful of articles and studies available. None of the material obtained drew any connections between general HR selection practice and the selection practice within the church context.

The limited literature on the subject indicates that some churches use a search Committee comprised of members of the church seeking a minister. The people on these Committees are generally untrained for the task and may rely on any number of factors in coming to a collective decision. Quick (1990) suggests that asking the right questions is the key to a successful outcome. On the other hand Wilson (1990) suggests that giving the right answers is the key to being selected.

Page (1984) is aware of the susceptibility of pastoral selection processes to be undermined by subjective issues. In his dissertation he suggests that decisions are often made on the perceived attractiveness of the person in respect of the selection Committee's unconscious image of the ideal pastor. This, he suggests, colours the outcomes. He further suggests that candidate suitability may be largely ignored and not even discussed in the typical pastoral selection process.

## 2.3 - Seventh-day Adventist Pastoral Selection Literature

From a Seventh-day Adventist perspective I was unable to locate any research given to this subject. The Seventh-day Adventist Church Manual establishes protocols for the actual placement of calls; however, there are no selection criteria or systems documented in church literature or research.

In this section of the paper we have made a general survey of the current thought on the issue of selection in the HR environment. We have noted a current emphasis on the issue of *competency* as a basis for selection. We further noted that there is little written material regarding this issue in the context of the Christian church and its approach to selection of pastoral staff. What material is available does not make any links with secular selection practice.

# Chapter 3

## Seventh-day Adventist Structure, Culture, and Selection Process

### 3.1 – Seventh-day Adventist Structure

The Seventh-day Adventist Church is a worldwide denomination that is represented in almost all countries of the world. Structurally, the church operates on a representative system where each structural unit elects representatives to the organisational unit above them in the system. The General Conference is where the

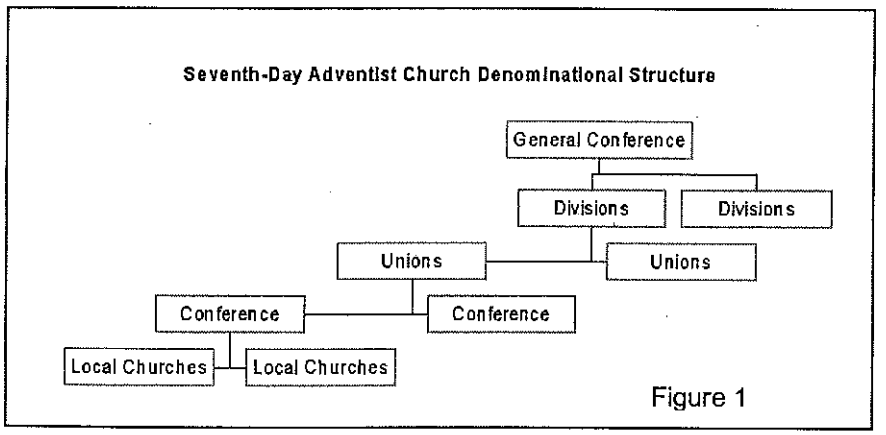



Figure 1

world leadership is based. Every five years there is a worldwide conference, which elects the ranking officers at the General Conference. The General Conference is represented around the world by Divisions (see figure 1). In turn, those Divisions are comprised of Unions which generally reflect a national geographical area or population segment. The Unions are comprised of local Conferences that in turn are comprised of a group of local churches. It is the local Conferences that select the pastors for local churches.

The tight worldwide structure helps to ensure that there is uniformity in policy and practice throughout the world. While the General Conference is the highest-ranking body it is the local church that the rest of the system exists to serve.

### 3.2 – Seventh-day Adventist Culture

The Seventh-day Adventist Church has its roots in American Methodism of the early nineteenth century. Thus, the roots of the denomination are in a conservative evangelical denomination. The Methodists were well known for their systematic approach to religion and this is a trait that the Seventh-day Adventist Church has inherited. Within the Seventh-day Adventist denomination there is an emphasis on order and system. This has translated into a system that is fundamentally the same all over the world. For example, you can walk into any Seventh-day Adventist Church on a Saturday morning with a reasonable degree of certainty that they will be studying the same lesson as every other church around the world on that particular day. This systemised uniformity extends right from the theological beliefs through to the system policies and protocols.

This uniform systemisation within the Seventh-day Adventist denomination has two interesting outcomes. First, it has created a very well-defined culture within the church. It is easy to observe and understand what a Seventh-day Adventist is. Second, the fact that there is a clearly defined, and rather strong, culture within the church means that it is very difficult to bring about change. With such a large, uniform institution, there is both massive resistance and inertia when it comes to talk of change. This is seen clearly at the worldwide meetings that occur on a five-yearly

basis. It is very difficult to get consensus for change on all but the smallest and insignificant issues.

### 3.3 – Seventh-day Adventist Selection Process

The Seventh-day Adventist Church in the South Pacific Division has a formal policy that covers all aspects of the recruitment and selection process. The policy is contained within the South Pacific Division policy book (PER 80.35 – see Appendix 2) which is updated quinquenally (every five years) following the regular business session of the South Pacific Division where representatives of all sub-organisations within the territory gather to discuss the business of the church.

The policy on recruitment and selection is based on a system that has now been in use since the beginning of the church in the South Pacific more than one hundred years ago. The policy is based on the philosophy that God can work through a Committee to lead them to select the appropriate person to fill a particular position. As such, there is no recruitment process per se. Candidates are selected from the existing pool of ministerial labour, or from graduates coming out of the church's training institutions. Rather than outlining criteria, competencies, and methodology for pastoral selection, the current policy focuses on one issue - protocol. According to policy, selections are to be made without the knowledge or approval of the candidate. In the final analysis, however, the acceptance of any particular "call" (see 3.4) to a position is subject to the acceptance of the candidate. In the past it has been frowned upon to turn down a "call" as this has been seen as tantamount to rejecting the will of God. Increasingly, to a large extent, that attitude no longer prevails and the right of the individual church worker to veto a call is being used

regularly. The rejection of ministry calls is now so common that in some areas it is not unusual to place over twenty calls before a candidate responds positively. Clearly this is an unsatisfactory position.

### 3.4 - Theological Perspective – "*The Divine Call*"

The concept of the *call* in ministry is a spiritual concept. The church, while it is a spiritual organization, is also influenced by theological, sociological, cultural and political factors. At times these factors are intermeshed to the point where it is difficult to distinguish between them. The Seventh-day Adventist Church has since its inception endeavoured to be as faithful to Biblical principle as possible in all its dealings. The difficulty is that theology never operates in a vacuum. There are always other factors that inform a situation.

When it comes to pastoral selection the church appeals to the Biblical concept of the *divine call* as the basis for its practice in selecting pastors. But before the candidate is chosen and the actual "call" is placed an informal selection process takes place within the Conference Administration and Executive Committee. What this includes will vary from Conference to Conference and depend on the views of the Conference administrators and the composition of the Executive Committee. It is important to note however, that there are no formal guidelines for how this process should be conducted.

One can easily appeal to the Biblical record for anecdotal evidence that God has in the past used a very prescriptive "call" when calling people for service. Take, for example, the Biblical story of Jonah. He was "called" by God and specifically

instructed to go and preach to the people of Nineveh (See Jonah 1:1,2). Although Jonah was less than willing to cooperate with the "call", his instructions were clear and in the final event he was compelled to comply.

There is another model of the Biblical "call". Perhaps the classic example is the apostle Paul. Paul received a very dramatic and clear "call" to ministry; however, his specific activities within ministry were never dictated directly by God as with Jonah. Paul responded on various occasions both to the prompting of the Holy Spirit and also to opportunities as they presented themselves. In all of this, the role of the early church organization was to recognise and affirm Paul's "call" to ministry and support him in that "call" as they were able. At times he received specific commissions, on most occasions he did not.

# Chapter 4

# Research Method

## 4.1 - Overview

The research undertaken for this study is based on a survey instrument specifically developed for this research (see Appendix 1). The instrument is divided into three broad categories:

1. Open questions
2. Response statements
3. Demographic information

The instrument was designed to facilitate the respondent's expression of their *perceptions* of the pastoral selection process. The reality is that the majority of members in the Seventh-day Adventist Church would not have an intimate knowledge of how the pastoral selection process *actually* occurs; however, all would have perceptions relating to the process.

Why the emphasis on perceptions as opposed to reality? Well, in the first instance reality is very subjective. Different people experience the same events differently. So, to some degree, perception *is* reality. So, each individual is able to describe what his or her perception of reality is. In the second instance, perceptions do not only inform us about the actual, but also the potential. Given the opportunity to reflect on the issue of pastoral selection many of the respondents demonstrated a great interest in making suggestions relative to the improvement and enhancement of the current process. Would these ideas *actually* make a positive difference?

What we do know is that the perception amongst the sample group is that the suggestions for improvement to the system would make a positive difference.

Let us now focus on each of the three sections and consider the rationale for including each of them in the instrument.

**4.2 - Section A - Open Questions**

The directed open questions were included so that respondents would have a vehicle to touch on areas they perceived as relevant to the issue of pastoral selection that were not broached in the following sections. Here they were free to express their opinions and ideas with only limited structure imposed on them by the instrument.

The open questions used a very simple format based on the SWOT analysis procedure in structuring the questions. Respondents were invited to outline what they considered the strengths and weaknesses of the current pastoral selection process (questions one and two). They were then invited to make suggestions as to what improvements might be made to the current system (question three). They were then asked to consider their suggestions further and list any potential barriers to actually implementing their suggestions (question four). This question was designed as a *reality check* to guage whether or not the respondent realistically believed that it would be possible to implement their suggestions. Question five asked for comments on the respondent's perception of the overall effectiveness of the current process.

Question six took a different approach and broached the theological aspects of the concept of the *call*. Respondents were invited to comment on the concept of the *call of God* as it relates to the selection of pastors.

Questions seven, eight and nine addressed three critical areas of any selection process. Who makes the decision (question seven)? What information should those making the decision have access to in order to make their decision (question eight)? What criteria should the final decision be based on (question nine)? The rationale for these questions comes out of two areas. The first is church politics. One of the fundamental administrative issues for the Seventh-day Adventist Church in the South Pacific Division is the issue of control. There is a tension between the various levels of Administration (Division, Union, Conference, Local congregation) in terms of control. It could be argued that recent restructuring moves have only exacerbated those tensions. So, who should have a say in the matter of pastoral selection? This is an issue of control and one that this question addresses. The second area is Human Resource Theory. The various schools of thought, though differing in some aspects, would agree that the right information and the right criteria are the basis of a sound selection decision. What is the right information for the church when engaged in the pastoral selection process? Official policy does not even address this issue. What are the criteria upon which a decision is finally based? Once again, church policy is silent. These questions seek to gather the perceptions of the respondents on these issues.

The final open question (question ten) invites the respondent to make any further comments regarding the selection process that might not have been elicited by the forgoing open questions.

The reason for having the open questions in the first section of the instrument was to avoid influencing the answers by some of the questions and issues that are raised in the two subsequent sections (in particular, section 2 where the respondent is invited to respond to statements regarding the selection process).

**4.3 - Section B – Response Statements**

This section is comprised of twenty-seven statements regarding the pastoral selection process. The respondent is invited to indicate their level of agreement with each statement on a Likert Scale of one to four where one is "strongly agree" and four is "strongly disagree". The respondent also has the option of selecting "0" if they have no opinion on the statement. Since there is no previous research in this area these statements were generated without the benefit of access to previous surveys.

The questions canvas a number of issues relating to the selection process. As with the open questions six through ten, these forced-choice questions arose out of the review of the general HRM literature and pastoral selection literature. The issues are raised in no particular order. The statements have been carefully constructed with the intention that the construction of the statement should not in and of itself influence the answer given.

The 27 response statements in part B of the questionnaire were considered to cover ten important dimensions of the selection process that arose from the literature reviews. Some of these dimensions could be accessed by one simple question, or two parallel or complimentary questions, while some others needed to be informed by the response to a number of questions (Cronbach's Alpha was calculated for each of these). To some extent, these dimensions were supported by factor analysis (see Appendix 3) of the questions in this section even though these dimensions were theoretically derived. Those ten dimensions are as follows:

1. Spiritual dimensions of the selection process - Questions 1,24
2. Influence in the decision making process:
    a) Conference Administration and Executive - Questions 2,3,25
    b) Union or Division Personnel - Question 4
    c) Local Church and Pastor - Question 22, 23
    d) Financial Factors – Question 26
3. Matching of pastors and churches - Questions 5,12,15,18,19,20 (Cronbach's Alpha - .4542)
4. The availability of adequate information - Question 6
5. The value of additional information – Questions 8,10,11,13 (Cronbach's Alpha - .5702)
6. The extent to which we rely on second-hand information – Question 9
7. The evaluation of selection decisions - Question 27
8. The ability to make right decisions – Question 7
9. The consideration of other effects of a selection decision - Questions 14,21

10. The value of church policy and protocol in the selection process - Questions 16,17

Note the relatively small Cronbach Alpha values for dimensions three and five could well indicate that these dimensions are accessing more than one concept and interpretation of the data relative to these dimensions needs to be undertaken with a degree of caution.

**4.4 – Section C – Demographic information**

In this section respondents were asked to give information relating to:

- The size of the town/city in which they live
- The size of the church they attend
- The size of the town in which the church they attend is located
- Their length of membership in the Seventh-day Adventist Church
- Their age
- Their gender
- Whether or not they have been denominationally employed
- Whether or not they have served as a local church pastor
- Whether or not they have been part of a Conference Executive Committee
- Whether or not they have been a Conference Administrator

The purpose of requesting the demographic information was to assist in establishing if any particular perceptions relating to the pastoral selection process correlate to any

of the demographic groupings indicated by the information requested. The demographic information was analysed against the issues identified in Section B to determine any such correlations.

### 4.5 – Questionnaire Trial

Due to time constraints, the survey was trialled on a number of individuals rather than a formal group. As a result of this some slight changes were made to the format.

# Chapter 5

## Sample Demographics

The survey instrument was distributed to every Conference Executive Committee member in Australia and New Zealand[1]. In addition the survey instrument was distributed to a variety of local church pastors and members around Australia and New Zealand. Eighty-nine responses were received.

Of the eighty-nine responses sixty-six are from males and twenty-two from females (see figure 5.1).

Figure 5.1

Responses by Gender

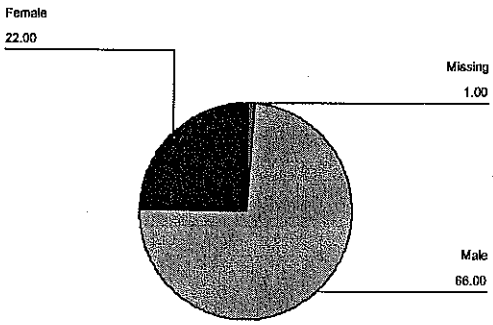
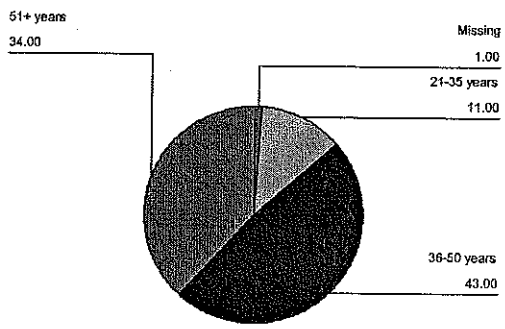



Figure 5.2

Responses by Age

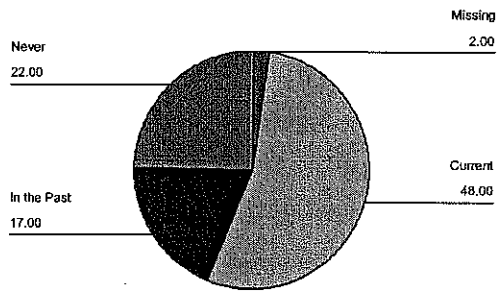



Of the eighty-nine respondents there are none who are aged twenty or younger. The distribution of respondent age is shown in Figure 5.2. In future research it would be an interesting exercise to get a sample of this missing age group to see if their perceptions regarding the pastoral selection process are significantly different to those of the other age group ranges.

[1] Given that Conference Presidents and Secretary Treasurers are members of Executive Committees by virtue of their office it meant that every President and Secretary Treasurer also had the opportunity to complete the survey instrument.

Figure 5.3

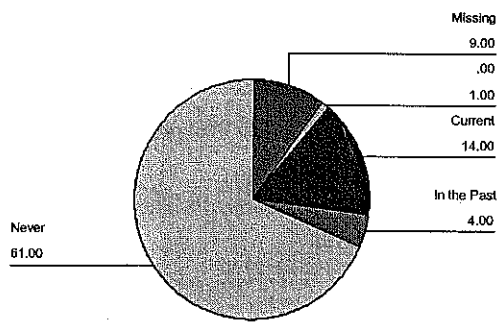
Denominational Employment




Of the respondents a large proportion are denominational employees as indicated by Figure 5.3. Of the respondents, forty-eight are currently employed by the church and a further seventeen have been employed by the church in the past. These two combined groups represent seventy-three percent of the total sample.

Figure 5.4

Conference Administrator




Of the forty-eight denominational employees, fourteen indicated that they are currently serving as Conference Administrators as shown in Figure 4. A further four of the respondents indicated that they have served as Conference Administrators in the past. It is interesting to note that there are nine respondents who did not complete this question. This is particularly high in comparison to the other demographic questions in the survey. It may be that there was a reluctance to

complete this question lest it identify the respondent and their respective views regarding the pastoral selection process.

Of the eighty-nine respondents there are sixty three that are currently, or have in the past, served on their Conference Executive Committee as indicated in Figure 5.5

Figure 5.5

Executive Committee Member

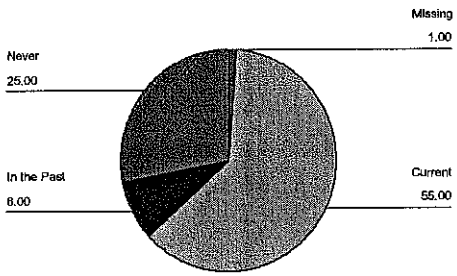
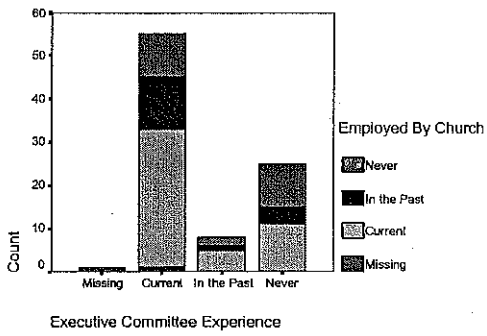



Figure 5.6

Executive Committee Membership




The sample, therefore, has a high proportion of people who are, or have been in the past, directly involved with the pastoral selection process.

We now examine the denominational employment status of those respondents who indicated they are, or have been, Executive Committee Members. More than sixty percent of current and past Executive Committee members are in current denominational employment as illustrated in Figure 5.6. Denominational employees represent the majority of all respondents in all categories except where the respondent has never been a member of the Executive Committee.

# Chapter 6

## Quantitative Data Response Characteristics

### 6.1 – Response Data

In this section we consider the response characteristics that emerge from the survey data. In chapter four we identified a number of groupings of information that form the basis of the research. There are ten of these dimensions. The first of these is the spiritual dimension of the selection process (a grouping of questions 1 and 24).

Figure 6.1

Spiritual Dimension

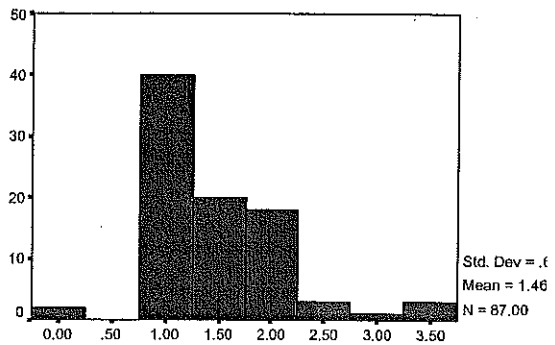



Figure 6.1 indicates that the majority of respondents (a mean of 1.46) perceived that the pastoral selection process has an important spiritual dimension. Specifically, it is perceived that prayer plays an important role in the process, as does the need to try and ascertain the will of God in the selection of pastors. Given that the pastoral selection process occurs within an overtly spiritual context it is interesting to note that a small number of respondents indicated that it is their perception that spiritual activities and considerations are not an important part of the process.

The next issue addressed in the data is that of influence. Who do the respondents perceive has the most influence in the selection process? This issue is divided into a number of sub-categories.

The first category dimension deals with the perception of the influence that the Conference Executive and Administration have on the pastoral selection process (questions 2,3,25).

Figure 6.2

Conference Executive & Administration Influence

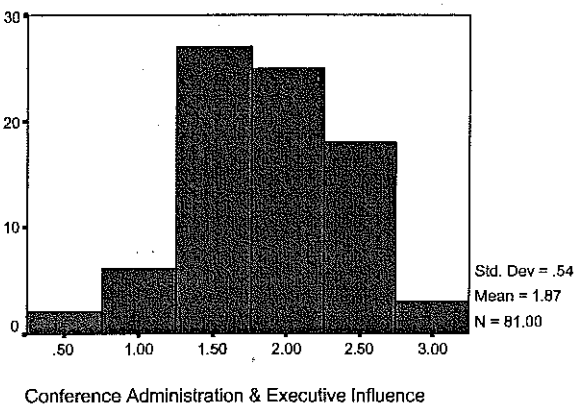


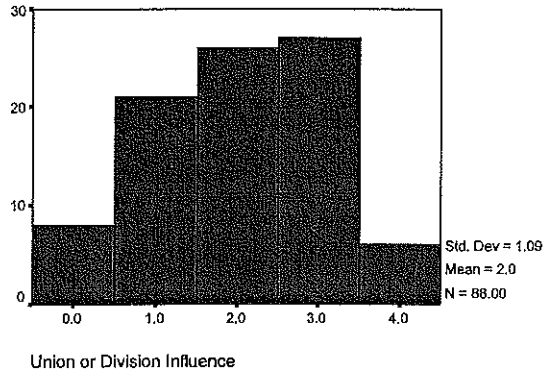

Figure 6.2 reveals a mean of 1.87 for this issue, which indicates that respondents perceive a relatively high degree of influence coming from this quarter.

Figure 6.3 depicts the perceived influence of those in the church organization above Conference level (question 4). The mean of 2.0 indicates that the perception of the respondents is that the influence of the organizations above the Conference is less than that of the Conference Executive and Administration – but only slightly. It is important to note the significant number of respondents who indicated that they had no opinion on this issue. This group of respondents actually reduces the overall

mean. Thus, when one looks at the trend on the histogram it indicates that the

Figure 6.3

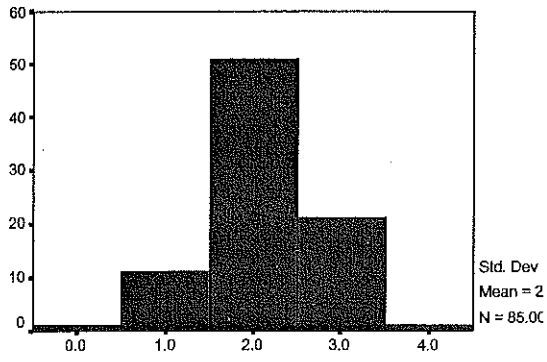
Union/Division Influence




majority of respondents actually perceive that the Union or Division has little influence on the pastoral selection process at the local Conference.

Figure 6.4

Local Church/Pastor Influence



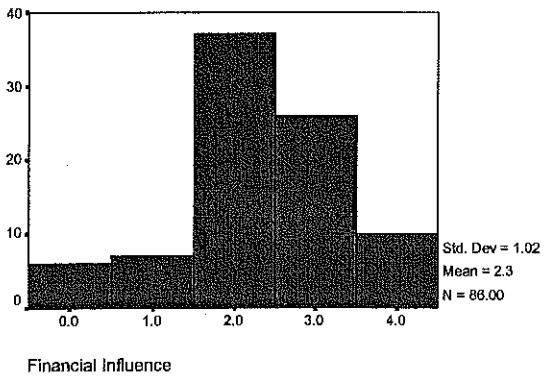

The next sub-grouping looks at the perceived influence that the local church and pastor have on the pastoral selection process (questions 22,23). Once again the mean is 2 but the shape of the histogram is significantly different. Almost all respondents expressed a perception on this question. As the histogram shows the greatest number of respondents indicated that they perceive that the local church

and local pastor do have an influence in the selection process – but not necessarily a strong influence.

The next sub-grouping considers the perceived influence that financial issues have

Figure 6.5

Financial Factors




on the selection process (question 26). It is a simple fact that some pastors cost more to relocate than others. Do the costs associated with an appointment materially affect the decision? Figure 6.5 indicates that while more respondents feel that financial issues do affect pastoral selection decisions, those who do feel less strongly about it than those who feel it does not.

The third dimension that the response statements address is the issue of whether or not the matching of pastors and churches is something that those involved in the selection process attempt to do (questions 5,12,15,18,19,20). Question 20 in the response statements addressed the allied issue of whether or not there is a need to match pastors and churches and asked the respondents if their perception was that all pastors should be able to minister to all churches. It might be reasonably suggested that if the respondent affirmed this perception, arguably there would not be a need to do any matching at all between pastors and congregations.

Figure 6.6

Pastors Can Pastor Any Church

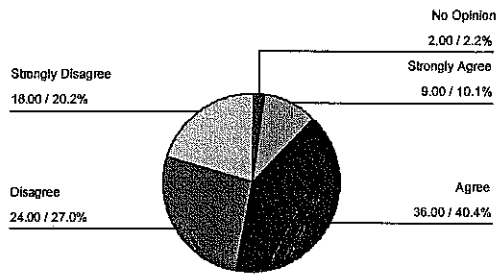
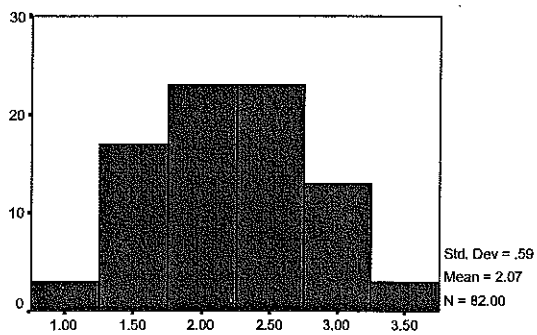



Figure 6.7

Pastors and Churches Should Be Matched




In response to question 20, which specifically asked if the respondent believed that any pastor should be able to pastor any church, Figure 6.6 shows the perceptions of the sample group. Slightly more than half of the total respondents indicated their belief that any pastor should be able to pastor any church. Does this by implication lessen the perceived need to actively match churches and pastors? Figure 6.7 again indicates a very even split on this issue with a little more than half of the respondents indicating that there should be an attempt to match churches and pastors. This correspondence between the two statistics raises another question: Is there a correlation between those who believe that "one size (pastor) fits all" churches and

those that believe that there is no need for matching of church and pastor. Correlation analysis (see figure 6.8) reveals that there is no correlation between the two factors. This may be because while the respondents have an idealistic view that all pastors should be able to minister in all churches, they still believe that matching is necessary to achieve the best possible outcome.

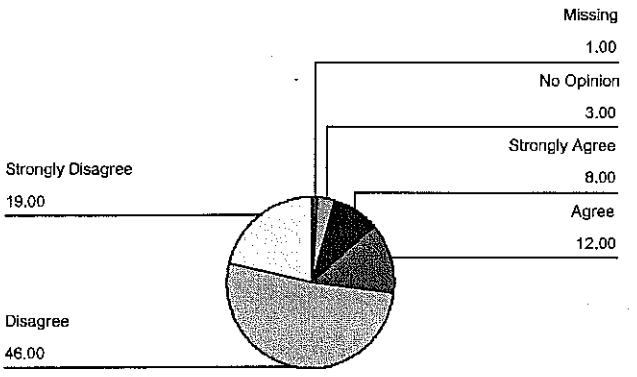
Figure 6.8

All pastors should be able to minister to all churches
Matching of church and pastor is important
Correlation = .387

The next dimension addressed the perception of whether or not there is enough information available to those making the selection in the pastoral selection process (question 6). Church policy allows for very little transfer of information and

Figure 6.9

There is Enough Information Available



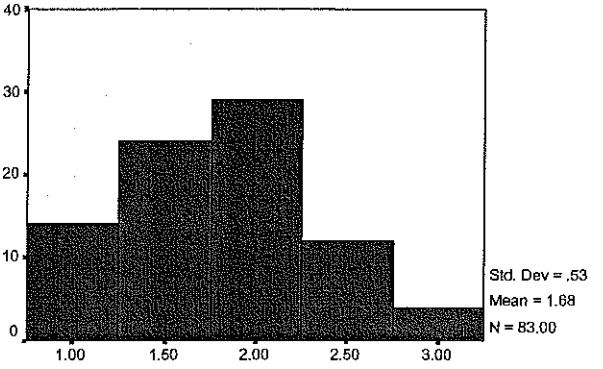

communication in the process. Is this perceived as enough to do the job effectively? Figure 6.9 demonstrates that there is a widespread perception that there is not enough information available to those involved in the pastoral selection process.

To what extent, then, is additional information going to be of value? This is the question addressed in the next dimension (questions 8,10,11,13).

Figure 6.10 graphs the mean of the respondent's perceptions on this issue. The

Figure 6.10

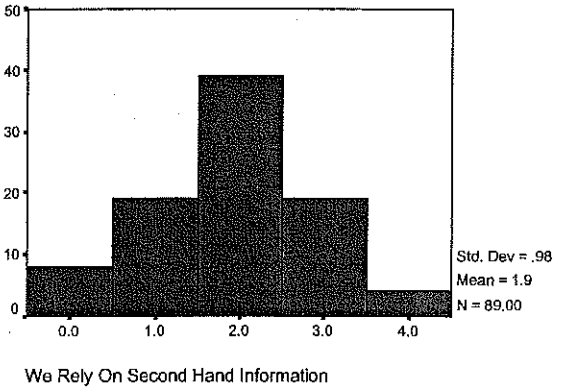
Additional Information Would Be Helpful




mean of 1.68 indicates strong support for additional information. Clearly, this indicates that even those who perceive that there is already enough information available see that there would be added value in having access to additional information.

Figure 6.11

The Process Relies On 2nd Hand Information




The next dimension is also related to the information available to those in the pastoral selection process. In that the church system currently does not generate much information for the pastoral selection process, there is at least the potential

that there will be a second-tier of information sources that supply "second-hand" information. To what extent do the respondents see the selection process relying upon second-hand information (question 9)? The graph (figure 6.11) indicates a mean of 1.9 and shows that the majority of respondents perceive a reliance upon second-hand information. Given that the majority of respondents are directly, or have been directly involved with the selection process, this must be a cause for concern given the generally unreliable nature of second hand information.

The next dimension looks at the question of evaluation (question 27). To what extent do the respondents perceive that those making the pastoral decisions evaluate them after the event?

Figure 6.12

Decisions are Evaluated

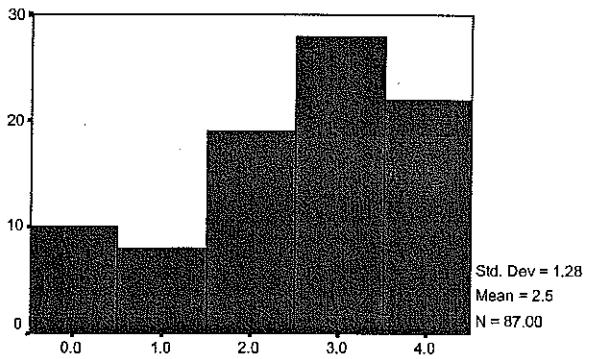


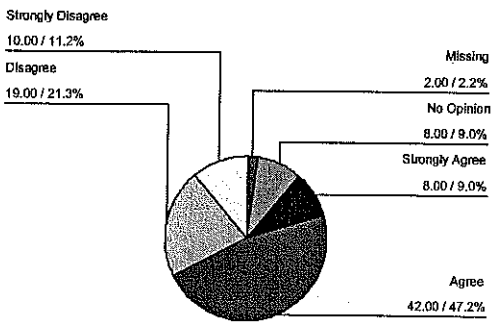

Figure 6.12 shows that the majority of respondents do not perceive that pastoral selection decisions are evaluated. Once again, given that most respondents are directly involved in the process, this probably reflects the reality of what is actually happening in the process. One of the questions raised is why decisions would not be evaluated? Perhaps there is no readily available means of evaluation? Perhaps

if decisions were evaluated there are no means of recourse in the event of an unfavourable evaluation so there is no point in pursuing evaluation?

The next dimension also relates to the issue of evaluation. This question concerns the extent to which the respondents perceive that the right pastoral selection decisions are made (question 7). Figure 6.13 indicates that the majority of respondents (56.2%) perceive that the right decisions are being made. On the other

Figure 6.13

Right Decisions are Made

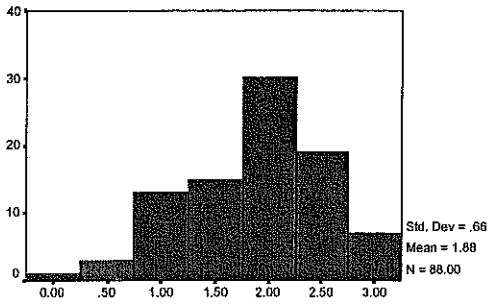



hand there are another twenty-nine respondents who are saying that the wrong decisions are being made. That figure should generate some concern in the evaluation of the process as it represents a high level of dissatisfaction.

The church is a large interconnected organization. Often decisions that are made in one area will have an effect in another area. Do the people making the pastoral selection decisions consider the implications of their selection decisions for other parts of the church? For example, do they consider the effect on the ministry of the current congregation of a pastor should they call that pastor to fill a new position? This is the issue raised in the next dimension (questions 14,21).

Figure 6.14

Other Effects of Decision Considered

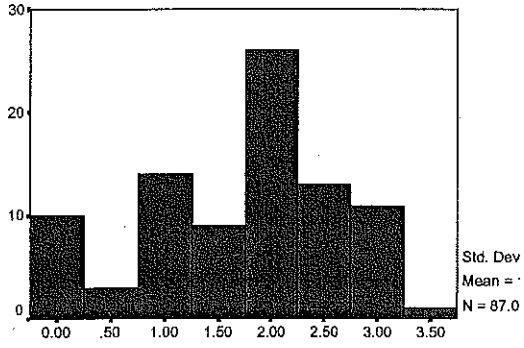



From the mean of 1.88 it is apparent that the general perception of the respondents is that the other implications of their decisions are considered and yet there are still a number of respondents who indicated that the other implications are not considered.

The final dimension in this section deals with the perceptions relating to the role of church policy in the selection process: How valuable is it (questions 16,17)? Figure

Figure 6.15

Church Protocol & Policy Helps




6.15 indicates, with a mean of 1.72, that most respondents perceive policy as being helpful (or at least not hindering the pastoral selection process).

**6.2 – Response Patterns**

The responses give us an overview of the perceptions of the pastoral selection process. In terms of the spiritual dimension, most respondents indicate their perception that the process is conducted in a spiritual manner. There were however, some respondents who perceive that the process is not conducted in a spiritual manner.

What group, who, or what factor is perceived as having the most influence in the pastoral selection process? The Conference Administration and Executive Committee are perceived as having the greatest influence. Local pastors and churches and Union and Division personnel are seen as having equal, but secondary, influence in the process. Financial factors come last in terms of perceived influence.

Dimension three revealed that the majority of respondents indicated that pastors and churches should be matched as part of the selection process. Interestingly, and seemingly somewhat contradictory, 50.5% of respondents indicated that any pastor should be able to pastor any church.

Dimension four indicated overwhelmingly that the perception among respondents is that there is not enough information available to the pastoral selection process. Closely allied to this, dimension five strongly indicated that additional information would be helpful. So where is current information coming from? Dimension six addresses the role of second-hand information in the selection process and respondents strongly perceive that there is currently a significant reliance upon

second-hand information. This appears to be a serious limitation in the present procedure and warrants further analysis.

Dimension seven addresses the question of evaluation. Simply put, there is a perception amongst respondents that most pastoral selection decisions are not evaluated.

So, how are the outcomes of the whole selection process perceived? Dimension 8 indicates that, despite the shortcomings, 56.2% of respondents indicate that "right" selection decisions are being made.

Dimension 9 raises the issue of whether or not the outcomes of a pastoral selection decision are considered in terms of their effect on other parts or parties within the larger church organization. Most respondents indicate that they perceive that the other implications of pastoral selection decisions are considered in the process.

Finally, dimension ten looks at the role of church policy and protocol. Most of the respondents perceive it as being helpful (or at least not a hindrance) in achieving outcomes.

# Chapter 7

# Comparison of Responses for Different Demographics

## 7.1 – Method of Analysis

In this chapter the survey data is analysed at another level. The responses are grouped demographically and analysed to determine if there is any significant difference in the responses, based on the demographic grouping, in relation to the ten dimensions (spirituality of the selection process, influence in the selection process, matching of churches and pastors, availability of appropriate information, value of additional information, reliance on second-hand information, evaluation of decisions, ability to make right decisions, consideration of other effects of the selection decision, value of church policy and protocol in the selection process). For demographic questions with only two options a T-test is used for analysis. For the demographic questions with more than two response options, one-way anova analysis is used. In each case a 0.05 level of significance is adopted (see Appendix 4).

## 7.2 – Domicile of Respondents

The first demographic question relates to the where the respondents live. The survey question gives the following options:

- A major metropolitan city
- A rural city (population above 20,000)
- A rural town (population below 20,000)
- On a farm/property

The data indicates that there is no significant difference in responses on any pastoral selection dimension in terms of where the respondents live.

### 7.3 – Size of Respondents Church Congregation

The second demographic factor relates to the size of the church that the respondent attends. The survey question gives the following options:

- Less that 20 people (including children) attending
- 21 – 50 people (including children) attending
- 51 – 100 people (including children) attending
- 100 + people attending

The data indicates two dimensions where a significant difference is demonstrated. People in a church with between 21 and 50 people attending are more likely to perceive that there is enough information available to those making the pastoral selection decisions than are respondents attending a church with between 51 and 100 people attending, and also respondents attending a church with more than 100 people attending.

The other grouping where significance is indicated is the reliance on second-hand information. The data not only demonstrates a significant difference between the demographic groupings but also follows a consistent trend. The smaller the church the respondent attends, the more likely they are to perceive a greater reliance on second-hand information.

### 7.4 – Location of Respondent's Church

The third demographic factor relates to the location of the church that the respondent attends. The survey question gives the following options:

- in a major metropolitan city
- in a rural city
- in a rural town

The survey data does not conclusively indicate any significant differences in responses from the demographic groups although the respondents attending churches in rural towns trended toward a perception that the influence of the Conference Administration and Executive Committee is greater than that perceived by respondents from churches in cities.

### 7.5 – Respondent's Tenure as a Member of the Church

The fourth demographic factor relates to the length of time that the respondents have been church members. The survey question gives the following options:

- less than 5 years
- 5 – 10 years
- 11 – 20 years
- 21 – 30 years
- 30+ years

The data indicates that there are two dimensions that indicate significant differences between demographic groups.

The first dimension related to the influence of Division and Union Personnel in the selection process. The data indicated that respondents who had been church members between 21 and 30 years were likely to perceive that the Division and Union influence was greater in the pastoral selection process than did all of the other groups.

The second dimension relates to the extent to which the respondents perceive that additional information would be helpful in the pastoral selection process. The data indicates that respondents who have been church members for less than five years are significantly more likely to perceive that additional information would be helpful. It must be noted however, that there is only one respondent in this category so the sample size is not great enough to be statistically sound.

**7.6 – Age of Respondents**

The fifth demographic factor asks respondents to indicate their age. The response options are as follows:

- 15 – 20 years
- 21 – 35 years
- 36 – 50 years
- 51+ years

Analysis of the data indicates that there are no dimensions that are significantly affected by the ages of the respondents although two dimensions are very close. The availability of adequate information (.06) came close to demonstrating a

significant difference between age groups as did the dimension relating to evaluation (.058).

What is particularly interesting about this analysis is that it reveals consistent trends in seven areas:

- The older a respondent is, the more highly they perceive that the pastoral selection process is being conducted in a spiritual manner
- The older a respondent is, the greater is the perception of the Conference Administration and Executive Committee having a high degree of influence in the pastoral selection process
- The older a respondent is the less they perceive that financial factors influence the pastoral selection process
- The younger a respondent is, the more they perceive that the selection process relies upon second-hand information
- The older a respondent is, the more likely it is that they perceive that the right decisions are made in the pastoral selection process
- The older a respondent is, the more likely it is that they perceive that other implications of the pastoral selection decision are considered as part of the selection process
- The older a respondent is, the higher the likelihood that they perceive that church policy and protocol is helpful in the pastoral selection process.

**7.7 – Gender**

This question asks respondents to indicate their gender. The survey gives two options:

- Male
- Female

The analysis reveals that there are three dimensions in which gender will significantly alter the response characteristics.

- Females are significantly more likely to perceive that the Union and Division has influence in the pastoral selection process than are males.
- Female respondents are stronger in their perception that additional information would be helpful in the pastoral selection process.
- Male respondents are more likely to perceive that other implications of the pastoral selection decision are considered during the pastoral selection process.

**7.8 – Experience as a Denominational Employee**

The seventh demographic question invites respondents to indicate if they have ever been a denominational employee. The survey question gives three options:

- I am a denominational employee
- I have been a denominational employee in the past
- I have never been a denominational employee

The analysis reveals only one dimension where there are significant differences between the demographic groups. This is the dimension that focusses on the influence of the Union or Division in the pastoral selection process. Those respondents who have been denominational employees in the past are significantly

more likely to perceive that the influence of the Union and Division is greater in the selection process than current denominational employees.

### 7.9 – Experience as a Pastor

The eighth demographic question asks respondents to indicate their experience as a local church pastor. Three options are given:

- I am a pastor serving in a local church
- In the past I have served as a local church pastor
- I have never been a church pastor.

The analysis of the data reveals that there are no significant variations in response based on this demographic factor.

### 7.10 – Membership of Conference Executive Committee

This survey question asks respondents to indicate what involvement they have had with a Conference Executive Committee. The options for response are as follows:

- I am currently a member of a Conference Executive Committee
- I have been a member of a Conference Executive Committee in the past
- I have never been a member of a Conference Executive Committee

The analysis of the data reveals that there are two dimensions where this demographic factor will significantly influence the response.

- Respondents who have never been involved in the Executive Committee process are significantly more likely to perceive that the local church and

pastor have a greater influence in the pastoral selection process than do those respondents who are currently a part of an Executive Committee.

- Respondents who have never been part of an Executive Committee are significantly more likely to rate the influence of financial factors on the pastoral selection decision highly than do those respondents that are a part of an Executive Committee currently.

**7.11 – Conference Administration**

This survey question asks respondents to indicate their current or past experience in the role of Conference Administration. The question gives the following response options:

- I am a Conference administrator
- I have been a Conference administrator in the past
- I have never been a Conference administrator

The data analysis indicates that there are two dimensions in which this demographic factor significantly influences the response.

- Respondents who indicate that they have been Conference administrators in the past are significantly more likely to perceive that the Conference Administration influence is high in the pastoral selection process than both those respondents who are currently in Conference Administration and those who have never been in Conference Administration.
- Respondents who indicated that they have never been Conference administrators are significantly more likely to perceive that the Union and

Division influence is high in the pastoral selection process than those who are currently in Conference Administration.

**7.12 – Response Patterns**

The demographic section of the survey revealed that although some demographic factors significantly affect the response of the respondents, many do not:

- The location of the respondent domicile does not significantly impact response in any of the dimensions.
- The size of the church attended by the respondent significantly affects responses in two dimensions: First, respondents attending a church with between 21 and 50 people attending are significantly more likely to perceive that there is enough information available in the pastoral selection process than do respondents from churches with 51 to 100 people attending and also churches with more than 100 people attending. Second, respondents who attend churches with less than 20 people attending are significantly more likely to perceive that the pastoral selection process relies on second-hand information than do people attending churches with more than 100 members.
- The location of the church that the respondent attends does not significantly affect their response in any dimension.
- The number of years that the respondent has been a church member significantly affects responses in two dimensions (the influence of the Union and Division in the selection process and the degree to which additional information would be helpful). Those respondents who have been church members for 21 – 30 years are more likely to perceive that

the Union and Division have a high level of influence in the selection process than respondents from every other category in this demographic. The other dimension is the value of additional information. Respondents of less than five years in church membership show significant difference from the rest of the group; however, given that there is only one respondent in the demographic category concerned (church member for less than five years) the linkage is tenuous and cannot be taken as a reliable indicator.

- The age of the respondents does not significantly affect responses in any of the dimensions. The data does, however, indicate that the age of respondents does indicate certain trends. The older a respondent is, the more highly they perceive that the pastoral selection process is being conducted in a spiritual manner. The older a respondent is, the greater is the perception of the Conference Administration and Executive Committee having a high degree of influence in the pastoral selection process. The older a respondent is the less they perceive that financial factors influence the pastoral selection process. The younger a respondent is, the more likely they perceive that the selection process relies upon second-hand information. The older a respondent is, the more likely it is that they perceive that the right decisions are made in the pastoral selection process. The older a respondent is, the more likely it is that they perceive that other implications of the pastoral selection decision are considered as part of the selection process. The older a respondent is, the higher the likelihood that they perceive that church policy and protocol is helpful in the pastoral selection process.

- The gender of the respondents significantly affects responses in three dimensions. Females are significantly more likely to perceive that the Union and Division have an influence in the pastoral selection process than do their male counterparts. Females are significantly more likely to believe that additional information would be helpful in the selection process than are men. Males are more likely to perceive that the other effects of a selection decision are considered as part of the selection process.
- Whether or not the respondent has been a denominational employee significantly affects one dimension in terms of the response. Those respondents who have been church employees in the past are significantly more likely to see the Union and Division as having a greater influence in the pastoral selection process than are those respondents who are currently denominational employees.
- Whether or not the respondent is, or has been, a pastor does not significantly affect responses to any of the dimensions.
- Whether or not the respondent is or has been a member of an Executive Committee significantly affects responses in two of the dimensions. Those respondents who have never been an Executive Committee member are significantly more likely to perceive the influence of the local church and pastor is greater in the selection process than is a respondent who is currently an Executive Committee member. Similarly, those respondents who have never been an Executive Committee Member are significantly more likely to perceive that financial factors have a greater influence in the

pastoral selection process than does the respondent who is currently an Executive Committee member.

- Whether or not a respondent is, or has been, a Conference administrator affects responses to two dimensions. It affects perceptions relating to the influence of Conference Administration and the Executive Committee in the pastoral selection process and also the Union and Division influence. Those respondents who have been Conference Presidents in the past are significantly more likely to rate the Conference Administration and Executive's influence higher in the selection process than both those who are currently Conference administrators and those who never have been – and in that order. Second, those respondents who have never been Conference administrators are more likely to perceive that the Union and Division have a strong level of influence in the pastoral selection process than do the respondents who are currently Conference administrators.

Figure 7.1

Dimensions and Demographic Effects on Responses

| Dimension | Influenced By... |
|---|---|
| Spirituality of the selection process | No demographic factor |
| Influence in the pastoral selection process | ❖ Length of time in church<br>❖ Gender<br>❖ Denominational employment<br>❖ Executive Committee membership<br>❖ Conference Administration |
| Matching of pastors and churches | No demographic factor |
| Availability of adequate information | ❖ Size of church attended |
| Value of additional information | ❖ Gender |
| Use of second-hand information | ❖ Size of church attended |
| Evaluation of selection decisions | No demographic factor |
| Ability to make right decisions | No demographic factor |
| Consideration of other effects of selection decision | ❖ Gender |
| Value of church policy in selection process | No demographic factor |

# Chapter 8

## Qualitative Component

Section A of the survey gave respondents the opportunity to respond to a number of open questions and indicate their views about the current pastoral selection process. In this chapter we will consider the responses to these open questions. While this section of the analysis is quantitative a comparative value will be given to each observation/factor where applicable. The scale will extend from one to ten with ten indicating the highest level of support and intensity of feeling for a particular issue/factor and one the lowest. The qualitative data was analysed in a number of different ways. Firstly, the responses were analysed on terms of similarities and differences. Secondly, common words and phrases which related to each question were identified, coded and then clustered into themes. Finally, an attempt was made to identlfy patterns that crossed a number of the questions presented.

### 8.1 - Question 1 – Please describe what you consider to be the strengths of the current pastoral selection process.

This question produced a wide range of responses. They ranged from overwhelmingly negative ("I am not convinced that there are too many strengths left"; "Can't think of any") to the extremely positive ("this system places the best available pastor for the job"). One respondent even asked if indeed there was a selection process at all: "Is there one?"

The responses to this question indicated that there are obviously big differences in how the process actually works in different Conferences. On the one hand some

responses praised the high level of consultation and negotiation which occurred not only within the Executive Committee but also with the local churches and pastors. On the other hand some respondents indicated that they saw the strength of the system in being "a quick in-house process" where "the Conference Administration assign pastors to various churches and refer it to the Executive for approval. There is very little discussion because there is not much information provided."

A small but passionate number of respondents (2/10) expressed the view that there were no strengths in the current process. Most respondents were able to express at least one thing that they saw as a strength in the current system.

The strengths touted varied widely, ranging from the spiritual to the aesthetic. One respondent, a local pastor, even cited the tourist value of the current system: "I often go somewhere I would not have chosen and get to see a part of the country I wouldn't normally see."

One of the themes that came through very strongly was the value of consultation and negotiation (9.5/10). A number of respondents identified themselves as part of the Victorian Conference and from the responses it was clear that their Conference's stated value of consultation and negotiation was highly valued by the respondents who came from that Conference. One respondent, who did not indicate their Conference, in reflecting on consultation, did note however that: "Autocracy is often more simple to administer that consultative process."

Another theme that came through is the value of having the selection decision made remotely from the local congregation (6.5/10). A number of respondents noted that it was helpful not to have the local "power bases" in the church controlling the decision: "Pastors are not held at ransom by one or two powerful local church members." The respondents who commented in this area had a great concern for the effect and influence of local politics in the church on the pastoral selection process. They espoused the benefits of isolating the selection and employment from local influences. The other factor which was raised here by a number of respondents (3/10) was that having a centralised selection process at the Conference meant that the larger churches could not monopolise the services of the more desirable pastors but that a central Committee would consider the needs of all churches – large and small, rich and poor – impartially when pastoral selection decisions are made.

The ability of the current system to match pastors to churches was raised by a significant number of respondents (4.4/10). The thought was expressed in a number of responses that the Conference Administration and Executive were uniquely placed to be able to carry out effective matching without undue bias.

Other respondents took a very pragmatic approach to the question. "It works" was a common refrain (3/10).

A number of respondents (3/10) noted the value of the Conference "Call Book", a document that provides a brief overview of those pastors that are eligible for calling during the time that "calls" are placed. It was felt that this provided a degree of information that helped Committees in their considerations and deliberations.

Another strength of the current system that was expressed by respondents was the fact that it provided local churches and Conferences access to a wide variety of different candidates that brought with them different skills and strengths (3.6/10). The ability of candidates to either accept or decline any call was also considered to be a strength of the current system by some of the respondents (2.9/10). They indicated that they did not believe any pastor should be forced to go where he (or she) did not want to go.

The Committee approach to the pastoral selection process was seen as being valuable by a number of respondents (3.6/10). They saw strength and wisdom in coming out of a Committee situation as opposed to an individual making the decsion. As one respondent noted however, the Committee can sometimes be nothing more than a cover for the Conference Administration where "the president makes the decision and then the Executive gets blamed for it."

There were a number of other strengths that were noted by individual respondents. These included:

- The sense of "call" that the current system engenders
- The current system allows God's will to be done
- It avoids politicing
- It is quick
- Ministers get experience from regular moves
- It brings unity to the sisterhood of churches

- The church system is small enough that generally someone involved in the selection process will know, or know of, prospective candidates
- The system provides stability by ensuring pastors stay at least five years in a Conference
- The current system encourages decisions to be well thought through
- The current system allows Administration to bring recommendations to the Executive Committee
- The process is democratic
- The system allows a wide range of input
- It produces the best possible results
- It is fair

It should be noted that some of the responses are actually mutually exclusive; however, we note that what the survey is eliciting is the perceptions of the respondents, and, secondly, that it is clear from the responses that the system used varies widely from Conference to Conference.

What are the strengths of the current system? According to the perceptions of the respondents it is the negotiation and consultation (in the limited number of places that it is occurring), the centralised nature of the system that allows a decision to be made that is not influenced by local church pressure groups and that sees the needs of the larger church. The relative simplicity and brevity of the current system is also appreciated.

**8.2 - Question 2 – Please describe what you consider to be the weaknesses of the current pastoral selection process.**

"No consultation, no redress, the constant fear of being sacked by not taking an appointment." So stated one of the respondents. This second question highlights the fact that the difference in process between Conferences has a huge impact on perceptions of respondents in those Conferences.

A number of issues were raised in this question. By the very nature of the question the responses are framed negatively; however, they give us a window to the perceptions of at least a sample of the church population.

Responses included the following:

- "the church has become too business focussed"
- "Presidents are more moved by minority power groups than by God"
- "sometimes problems with local churches and pastors are dealt with by shifting the pastor rather than sorting out the issue"
- "can be a political process"
- "Strong personalities can manipulate"
- "local church at large have little ownership of the process"
- "the process we currently have de-stabilises ministers and churches each year because of the threat of a move, regardless of whether the minister or church want such a move!... I believe the current system will eventually destroy the future growth of our church."

- "Some pastors don't believe the Holy Spirit guides the Executive Committee."
- "It is not democratic. He [the president] makes the decision then we as an Executive cop the blame for it."
- "Many decisions made and I don't have a clue."
- "Biggest weakness – the limited time of call at the end of the year! Could there be an open season?"
- "The unwillingness of some administrators to give a fair and honest assessment of pastors in their field..."
- "Choices are made based on availability"
- "Massive domino effects..."
- "Often distribution is placement rather than call..."
- "Money... we need to raise tithe so we can increase our workforce..."
- "Often a trial-and-error process"

Question two highlighted three major areas of concern in terms of weakness in the current pastoral selection process.

The biggest criticism of the current system by the respondents was the lack of consultation that occurs (9.5/10). This "lack" was expressed in a number of ways. Some respondents cited the lack of meaningful consultation with local church boards and leaders by the President or Ministerial Director. Others saw it from a different angle and felt that the local pastors should be far more involved and consulted in the decision making process. The perceived lack of consultation is reflected in the

second-highest concern the lack of information available to both Conference Administration and the Executive Committee.

The issue of lack of information was a weakness often cited in this question (7/10). One exasperated Executive member noted, "Most people on the Executive don't know the pastors and rely on the officers for information. The officer's may as well do the job and just advise the Executive." On the other hand there were those respondents that lamented the fact that this was exactly what happened in their Conference. The Administration left the Executive with little or no input. "There is a lack of discussion at [Executive] Committee. Tends to be presidential decision." This lack of information issue saw a number of specific points made. One respondent commented that Executives are not even made aware of the Spiritual Gifts of the Pastor. The issue of Spiritual Gifts is an interesting consideration. While the Seventh-day Adventist Church acknowledges the role of Spiritual Gifts in the "body" (church) it does not apply that belief in a number of obvious areas. For example in the Ministerial brief form that pastors complete for the annual call book pastors are not asked to list their Spiritual Gifts. In ten years of ministry, this author has never once been asked by church Administration what his Spiritual Gifts are.

Two of the respondents noted that Pastors were not asked to maintain and submit CV's when subject to call. Two other respondents lamented the lack of provisions for interviews or other testing of candidates.

The lack of information about the needs of a local church and prospective pastors has a logical outcome – mismatches will occur. This was the third of the three major

concerns with the current system expressed in question three. While many respondents saw this resulting from a lack of knowledge of churches and candidates others saw it happening as a result of lack of conviction that it was even necessary. Two respondents highlighted the matching problem that occurs when a pastor cares for two or more churches concurrently. While he may be a good match for one of his churches there may not be such a good match with the other church(es).

In addition to the three major concerns there were a number of other issues raised. One respondent saw money as being a weakness – the church does not have enough to employ all the pastors that it requires. A number of respondents felt that the current system is weak because it allows ministers to move too frequently – something, they believe, hinders the mission of the local church and the development of the pastor in ministry. Another respondent felt that not calling for applications for a position was a major weakness. They made the point that should not a pastor and his family be as able to discern the calling of God to a position as an Executive Committee is on their behalf? There were two respondents (one of whom was a Conference President) that indicated that they saw no weaknesses in the current system at all. The eighty seven other respondents did not concur. Two respondents saw the five year minimum in any Conference as an inhibiting factor. Two others mentioned the lack of evaluation and accountability for pastors. If they are not evaluated, one lamented, how can we place them with any degree of confidence? Other respondents spoke of the potential in the current system for the decision process to be unduly controlled by one or more persons. Five respondents felt that Presidents exert undue influence over the process. Another thought that strong personalities on the Executive Committee could manipulate the outcomes to

suit their own agendas. Another respondent thought the process was open to political intervention by lobby groups within the church. Two respondents mentioned that some Presidents can favour (or disfavour) particular pastors which can influence selection outcomes.

From another perspective, the lack of pastors to call was cited as weakness in the process by three respondents. For another the issue was that the denomination is not encouraging the right type of people to undertake theological training to prepare for fulltime ministry. Another two respondents thought that the limited duration of time in which calls were permitted was a weakness. The solution? Calls should be able to be made at any time of the year, the respondent suggested. No less than six respondents felt that the current system was weakened by pastors having the option to decline a call. This, they said, leads to major problems in the calling process.

One respondent noted the way which some Conferences "raided" others to get ministers for their own field. Two other respondents similarly wrote of the lack of centralised planning to bring some sort of direction and focus to the calling and placement of the church's pastoral resources. Another respondent, on a similar vein, noted the sometimes horrendous "domino effect" throughout the field of making just one call.

One respondent noted that the pastoral selection process can sometimes be used for inappropriate purposes like changing a pastor when there has been conflict in a church. The respondent felt that, as a church, we should address and positively resolve conflict rather than simply "move someone on."

Do pastors and churches actually get what they want out of the current selection process? Two respondents said, often not. But both of them said that that might not necessarily be a bad thing!

The main weaknesses of the present selection process, according to the perceptions of the respondents are twofold. First, there is a perception of a lack of consultation in some Conferences (between Conference, pastors and churches). Second, there is a perceived lack of relevant information. The information shortage is perceived to be in two areas - about candidates and about the needs of the local church.

**8.3 - Question three – Please describe what you consider would improve the current pastoral selection process.**

In this open question respondents were invited to make suggestions that they felt would improve the current pastoral selection system. The ideas were many as they were varied. Some of the responses will indicate the degree of interest and passion in developing this area of the administration of the church:

- "The second-grade rating of dedicated and Spirit-motivated women ministers indicates bias and mistaken belief that God only calls men to service. Call women!"
- "Advertise for expressions of interest."
- "More dialogue."
- "Feedback from current and previous church boards."

- "The provision of frank and honest information about the person being considered."
- "Get ministers to apply for all positions."
- "Less people jockeying for their own special interests."
- "More dialogue between all interested parties including the needs of the pastor, the church(es) he is leaving and the church(es) he/she might be sent to."
- "Advertise the vacancies division-wide and give a job description related to the needs of the local church.."

If the responses to this section were to be summarised in two words they would be "dialogue" and "information". Overwhelmingly (9.9/10) respondents indicated that they believed that the current pastoral calling system would be improved with more dialogue. It is interesting to note the various types of dialogue suggested. Some respondents suggested that Presidents were out of touch with pastors and needed to be meeting with them more regularly and not just at workers meetings. There they could specifically inquire into the state of the church and the future hopes, needs and aspirations of the pastor and his family. Similarly some respondents suggested that the President should be dialoguing directly with Church Boards to understand and talk about where their church is going in the future. The suggestion was also made that there should be more dialogue between the Conference and local leadership so that there is a greater understanding of mutual needs and goals.

The other big theme of this question was information (9.5/10). Almost all respondents who completed this question suggested that there should be more

information available about pastors in some form. There was a call from a significant group of respondents to have some system to appraise our pastors. This, they said, should include information from both current and previous churches. Others suggested gathering information in different ways. Eleven respondents suggested that pastors eligible for call should routinely supply CV's to prospective Conferences. One respondent said that the job should be institutionalised with an HR department facilitating information on prospective pastors Division-wide. Fourteen respondents called for the ability for Conferences to be able to interview prospective pastors.

Matching was another issue raised by respondents. Six respondents felt that if vacancies were advertised then pastors could apply and be asked to specifically state why they would be suitable for that position. It was felt that this would make the pastoral selection process more intentional and that better matches would occur.

There were a number of ideas that were mooted by fewer respondents but which are worthy of comment. Two respondents felt that all pastors should be on performance based contracts which would then provide clear expectations for the position and a means for evaluation. One respondent felt that the system would be improved if pastors were required to move when called. Another suggested that there should be a more equitable sharing of the more desirable locations in the field (ie the East Coast in Australia) and that such positions be rotated through all the field workers).

Three respondents raised the issue of a more centralised approach to staffing. If presidents were to meet and discuss their staffing needs it was felt that the

outcomes would be more cooperative and benefit the whole field collectively rather than pit each Conference against the other.

There was a call from one respondent to enable calls to be placed at any time of the year. Another suggested that Conferences need to focus on longer tenure for pastors and reduce the number of calls they place. Another said there should be more love in Administration when dealing with pastors. Finally, another respondent said that churches and pastors need to recognise that there is great wisdom and value in having a third-party (ie the Conference) make the staffing decision.

It is interesting to note that the vast majority of suggestions coming from this question are process-oriented. For example there was no call for more prayer or for a greater understanding of what God really wants.

How could the current system be improved? The perceptions of the respondents mirrored the same themes as question two. The two main themes coming through in the responses are dialogue (consultation) and information. The respondents in this question expressed the perception that the application of both dialogue and relevant information will lead to better matching of churches and pastors leading to better ministry outcomes.

## 8.4 - Question four – What barriers, if any, do you see to implementing improvements to your current pastoral selection process?

In this open question respondents were invited to list any reasons why they thought improvements to the current pastoral selection system might be difficult. A selection of quotes illustrates the diversity and passion of thought.

- "I think the system has been in place so long that it will be hard to change it..."
- "CV's can be mostly boasting..."
- "Tradition is the main barrier to change..."
- "Policy – not flexible..."
- "Conference Presidents are reluctant to do things differently – Executive Committees go along with them to avoid conflict..."
- "The old-boys club (nepotism) that no one wants to recognise exists."
- "Extreme lack of pastoral talent. At present the reality is that there is an effort at Conference level to share incompetency fairly over time to each church."
- "Confidentiality is often compromised... it is difficult to discuss names... and know that information will be held in strict confidence."
- Letting "God work more fully through His Spirit."

Despite the diversity that is expressed in the above comments there four areas that stood out in the responses (8 – 9.5/10). The first was the tradition of the church. Because our current system has been in place so long many respondents saw that resistance to change would be great – simply because we have always done it in one particular way. The second barrier that was stated by the respondents was the

desire on the part of church leaders to retain control. Many of the respondents who highlighted this issue saw that as the "politics of control". Rating at the same level of this issue of control was the *time* barrier. The respondents who highlighted this barrier recognised that many of the improvements that might be made to the pastoral selection process would be very time consuming. For example, if a President was to dialogue with every church board, in some cases he would need to attend a local church board meeting twice a week for the whole year! Obviously this is not practical. The fourth major barrier highlighted in this question was that of the resistance of the pastors themselves. Many of the suggested improvements called for greater accountability and evaluation of the pastors. Many of the respondents indicated that they believed there would be significant resistance to this from pastors who would not want to come under any greater scrutiny.

Along with the four major barriers there were a number of other barriers proposed. One respondent suggested that the church in general was unwilling to take risks to advance its progress. Three respondents suggested that those in leadership did not have the will to make changes. Two respondents said they felt it would be difficult to actually get people together in practice to dialogue about selection issues – we can talk about it in theory but can we actually do it? Another respondent said that there was so much ignorance of the system by lay people that it would never work anyway – the laity would still not know what was going on. Another respondent said a major barrier would be the sheer lack of interest in the workings of the church by the majority of the laity. Financial constraints were raised by six of the respondents. Three respondents felt that ministers could effectively sabotage any proposed changes by simply refusing to move or being unwilling to go to a specific

(presumably undesirable) location. Another respondent said that an unwillingness for people to give honest appraisals could jeopardise improvements to the system. Church policy was targeted by four respondents who said making changes would be a policy nightmare and too difficult. The unrealistic expectations of churches and the perceived lack of quality pastors were also highlighted as barriers to improving the pastoral selection system. Two respondents saw no barriers to change.

What then are the perceived barriers to implementing improvements to the pastoral selection process? First, the perception that the tradition of the church will create a barrier to meaningful change. Second, the perception that the desire of some involved parties to retain control will create a barrier to change. Third, the perception that many of the things that might be done to improve the system are too time consuming to be practical. Fourth, a perception that pastors would resist any call for greater accountability.

**8.5 - Question five – Please comment on your view of the overall effectiveness of the current pastoral selection process.**

In this section respondents were invited to express their perception regarding how effectively the current system is serving the church. The following quotations from the responses illustrates the breadth of thought:

- "For the most part the job gets done – how well is the question?"
- "Overall I would struggle to have much confidence in it…"

- "If the administrator is careful, has done his homework thoroughly, the system generally works well…"
- "In a majority of cases most churches are blessed with a suitable minister; however, there are enough disasters to warn us that we must be continually alert to best methods of serving God…"
- "It is about 66.6% OK…"
- "In theory it should work, but in practice…"
- "On a 1 – 10 scale, 5…"
- "Moderately effective…"
- "I would love to see more pastors terminated if they fail to lead. We tolerate too many weak pastors."
- "Churches who have been lulled into a sense of comfort seem quite content to be dictated to."
- "For younger and new pastors it may be the survival of the fittest…"
- "Works as well as and better than some alternatives I have heard about!"
- "No comment. Can be disappointing."
- "How do we create a system that works for all? I do not have the answer."
- "….God has still worked His will despite weaknesses in the process."
- "We get pastors in churches BUT disrupt and damage family, move problems rather than fix them, mismatch church and pastoral culture and aspirations."
- "In this imperfect world the system adopted is no doubt the best under the circumstances."

The respondent's evaluation of the effectiveness of the present pastoral selection process are somewhat easier to evaluate than the previous open questions. The two most common comments are "satisfactory" and "hit and miss". Each response was graded onto a scale indicating the respondents satisfaction with the system. Responses were graded as follows:

1. The current system is a complete failure 4.5%
2. The current system is unsatisfactory 33.3%
3. The current system is satisfactory 48.8%
4. The current system is excellent 13.4%

According to the respondents in the survey 62.2% of respondents perceived that the current pastoral selection system is working to at least some degree. Conversely 37.8% of respondents felt that the system is not working satisfactorily.

**8.6 - Question six – Please comment on the concept of the "call of God" as you believe it relates to the selection of pastors.**

In this section respondents were invited to reflect on one of the spiritual aspects of pastoral selection – the *divine call*. The responses were not as lengthy in this section; however, many of the respondents were evidently very passionate in their convictions. The following quotations indicate some of the diversity of opinion:

- "I have heard too many stories from pastors who experienced the 'call of God'".

- "... the wider counsel of the church ought to be taken as God's call unless it is blatantly obvious to be wrong."
- "I think the "call of God" is often overridden by material/location interests of the called minister."
- "Often used as a guilt motivation..."
- "The call of God is the most important element of ministry..."
- "not every call can be said to be of God"
- "Any minister operating without the call of God should be looking for a different vocation."
- "God can, I am sure, call a person through an advertisement, personally, or by phone from an administrator."
- "I have seen some very strange things happen – attributed to God's calling...."
- "I have never been overly impressed by the idea that when a Committee prays and they make decisions that they are then God's decisions..."
- "There are no prophets amongst us therefore the call needs to be confirmed by the minister and the church involved."
- "Often it is the desperate call of the Conference so a gap can be filled."

The respondent's answers to this question indicated an overwhelming (9.8/10) belief in the concept of the divine call to pastoral ministry. Along with that affirmation of the concept, however, came many and varied significant reservations with the way it works out in practice.

A significant number of respondents (6/10) indicated their perception that the "call" was often used as a front with which to advance private agendas – whether they be the agenda of the Conference Administration or the pastor himself. Other respondents (4/10) commented that too often pastors allow personal considerations such as spouses employment etc to over-ride any calls that they might receive.

So how did the respondents perceive the call itself? Overwhelmingly the respondents viewed it as coming from God. But how does it come to the pastor? Some respondents (3/10) believed that the decision of the Conference Executive Committee should be taken by the pastor as the call of God. Yet others stated (.8/10) that the Executive Committee cannot claim that they are the voice of God in placing calls to pastors.

The nature of, and the confirmation of, the call were other issues that respondents raised. Some respondents (1.5/10) saw the call of God to ministry as being generic in nature and generally not location-specific. They felt that any call to a specific location was then the call of the Conference as opposed to the call of God. The issue of call-confirmation was something raised by a significant number of respondents (6/10). They felt that if God had made a call to a pastor that this should be apparent not only to the Conference Administration and Executive Committee but also the Pastor himself and maybe even the local church. The respondents indicated that this provided a means of confirming the reality of the call when confirmed by more than one party. Two respondents suggested that if the calling process, both

with the Conference Administration, Executive and pastor, was bathed in more prayer our outcomes would be even more in line with the will of God and positive for all involved.

It is interesting to note that almost one in five respondents who responded to the other open questions chose not to address this issue.

So, how do the respondents perceive the "divine call" as it relates to the pastoral selection process? It is clear that respondents overwhelmingly see ministry as a divine calling; however, there is also a strong perception that people can sometimes advance personal agendas under the guise of a "call" and that the call is sometimes overridden by personal concerns.

**8.7 - Question seven – In your view what individual or group should have the most influence in the pastoral selection process?**

In this question respondents were invited to indicate which persons or groups should have the most influence in the pastoral selection process. No options were given so the respondents were free to include whomever they wished.

The following comments from respondents indicate some of the breadth of opinion:

- "No one person or group should have undue influence.."
- "... the buck stops with the President and Executive."

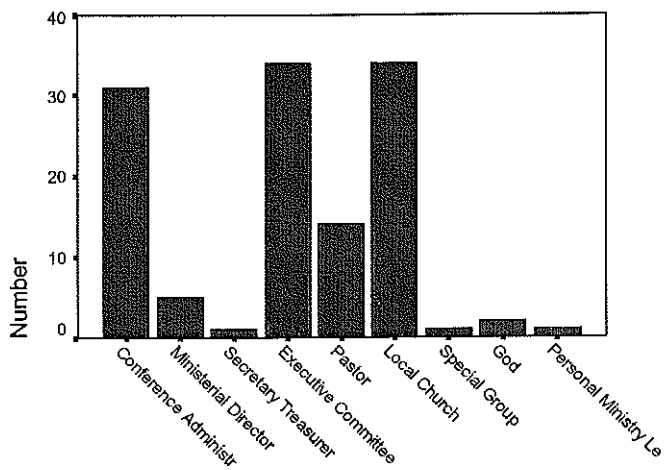
- "A church should come up with a profile of a pastor they require and a job description..."
- "a little less domination by the president..."
- "should be more of a joint consultation between local church membership and Conference Administration..."
- "..the pastor and the church he/she is being called from..."
- "Churches do need to be empowered in the process and maintain the right of veto if necessary."
- "A small group (3?) made up from Conference Administration and a lay person."
- "The local church should write a job description and priorities of qualities that are needed for that particular church and community."
- "God."
- "The Conference president and his cohorts."
- "If admin, churches, & pastors feel heard and are content in the end after the consultation then does it matter who has the most "say"?"
- "not pressure groups within the church – often vocal but not representative."
- "Local church 50%, pastor being called 50%, Conference staffing and Administration 50%..."
- "There is danger if any one has total control..."

The responses to this question fell into some rather neat categories. There were those respondents who felt that the Conference Administration should take most of the responsibility for the pastoral selection decision. Another group of respondents placed more emphasis on the Executive Committee as the duly elected representatives of all the churches. The third major category was those respondents that expressed the view that the local church should have a great deal more say in the process.

Perhaps the results from this question can be best illustrated graphically as follows:

Figure 8.1

Who Should Have the Most Say?




The responses were graded and inserted onto a table that has been graphically illustrated in Figure 8.1. It is interesting to note that God rates only two. One theme which did come through strongly was the desire on the part of the respondents to have a greater local church involvement even if just in a consultative capacity.

Who should have the most influence in the pastoral selection process? The perceptions expressed in this question by the respondents clearly indicate that the most influence in the pastoral selection process should be exercised by Conference Administration, the Executive Committee and the local church.

**8.8 – Question 8 – In your view what information should be available to those selecting pastors?**

This question invited respondents to indicate what information they perceived that those involved in the pastoral selection process should have. The following comments indicate the breadth of views that were expressed in response to this question:

- "More than we presently have..."
- "The pastor's vision and mission statement. Each minister should have a vision and mission statement."
- "It has to be honest and open and remember we have no perfect pastors."
- "Video tapes of recent sermons."
- "Peer review."
- "View held on women in the church."
- "Effectiveness in encouraging and equipping members for service, spiritual leadership..., ability to coordinate church's goals in regard to mission."
- "Psychological testing... police records."

This question elicited many different responses. Some key features of the responses are worth a mention.

- Only 15 of the respondents said it would be helpful to have information about the church that the pastor is being appointed to.
- Five respondents indicated that all the information required is already available in the call book (these respondents were Conference administrators).
- The most requested information is a current CV for pastors with 20 respondents asking for this.
- Only five respondents thought it would be helpful to know the pastors spiritual gifts.

To help give an overview of responses they are listed below in the order of importance according to the number of respondents that requested that particular information.

| **Information requested** | **Number of requests** |
|---|---|
| CV | 20 |
| Information about pastoral family/needs | 15 |
| Work experience and history of pastor | 15 |
| Needs of local church | 15 |
| Strengths of the pastor | 14 |

| | |
|---|---|
| Weaknesses of the pastor | 11 |
| Appraisal/evaluation of pastor | 10 |
| Goals of pastor | 9 |
| References from previous churches/colleagues | 9 |
| Skills and qualifications of pastor | 8 |
| Vision/Mission statement of pastor | 6 |
| Spiritual gifts of pastor | 5 |
| Interests of pastor | 5 |
| Call book material as currently available | 5 |
| Age | 4 |
| Whether the pastor is conservative or liberal | 4 |
| Achievements of pastor | 4 |
| Leadership style of pastor | 4 |
| Personality type of pastor | 4 |
| Pastor's health | 2 |
| Pastor's needs | 1 |
| Conference needs | 1 |
| Loyalty to the 27 Fundamentals | 1 |
| View of pastor on women in the church | 1 |
| Psychological tests | 1 |
| Police record | 1 |
| Pastor's temperament | 1 |
| Videos of recent sermons | 1 |
| Spirituality | 1 |
| What motivates the pastor | 1 |

| | |
|---|---|
| Pastor's likes/dislikes | 1 |
| Needs of the community of local church | 1 |

What information should be available to those involved in the pastoral selection process? The focus of the answers given by respondents indicated their perception that the greatest area of need for more information is that which relates to the pastor under consideration for selection. Information about the local church rated a distant second.

**8.9 – Question 9 – In your view what should be the criteria upon which the pastoral selection decision is based?**

This question flows from one of the current HRM selection models which emphasises defining and meeting criteria in the selection process. Respondents were asked to detail what criteria they perceived should be used in selecting pastors for a particular church. There is an interesting connection with the previous question. The previous question asked what information should be available to those that make the pastoral selection decision. This question asks on what basis the actual decision should be based. It is interesting that only five respondents made any direct connection between what information would be helpful and on what criteria the selection would be made, by directly referring to the previous question. It might be assumed that there should be a close correlation between responses to both questions. In fact, comparing the answers to both questions, there are some large disparities.

The following comments illustrate the diversity of thought on this question:

- "it is usually on who you can get unfortunately."
- "appropriate wife…"
- "The intellectual wherewithal to understand what is going on in the congregation and to preach good sermons."
- "As close a match as possible between the church needs and the gifts and expertise of the pastor."
- "commitment to evangelism (not just traditional programs)."
- "not on 'who you know' criteria."
- "The potential effects on the pastor's family – some churches are toxic!!!"
- "There needs to be a mix and match arrangement between the pastor and his wife and the church."

The factor, which was raised most frequently and passionately in the responses to this question, was the matching of the pastor and the church. This was followed (at a distance) by the spirituality of the pastor. Interestingly, while the responses to the previous question indicated a desire for a lot of information about the pastor, there was a lesser interest in the needs of the church. One would have to wonder where the information about the church would come from, given that the responses to this question placed a great deal of emphasis on achieving compatibility between pastor and church.

There were some interesting responses from individuals in this question. Three respondents (two of which were Conference administrators) suggested that willingness to transfer was an important selection criteria. As with the previous open

questions, the responses to this question have been coded and follow in the order of their frequency in the responses.

| Criteria | Number of Respondents |
|---|---|
| Match of church and pastor | 33 |
| Spirituality of pastor | 11 |
| Needs of the pastoral family | 8 |
| Skills/talents of the pastor | 4 |
| Willingness of pastor | 4 |
| Ability to get on with people | 4 |
| Needs of the wider church | 4 |
| Pastor a loyal Seventh-day Adventist | 3 |
| Willingness of pastor to relocate | 3 |
| Pastor is vibrant/enthusiastic/passionate/visionary | 3 |
| Preaching ability | 3 |
| Personality of the pastor | 3 |
| Personal needs of pastor | 2 |
| God's will | 2 |
| Age of pastor | 2 |
| Pastor's commitment to evangelism | 2 |
| Acceptability of pastor to receiving church | 2 |
| Pastor demonstrates evidence of a call to ministry | 2 |
| Pastor has appropriate spiritual gifts | 2 |
| Leadership ability of pastor | 2 |
| Best person for the job | 2 |

| | |
|---|---|
| Pastor is faithful | 1 |
| Pastor's organisational ability | 1 |
| Pastor's previous record | 1 |
| Pastor's communication skills | 1 |
| An appropriate wife | 1 |
| Budgetary factors | 1 |
| Who is available | 1 |
| Number of baptisms a pastor has had | 1 |
| Number of bible studies a pastor does | 1 |
| Task orientation of the pastor | 1 |
| The need for continuity versus change | 1 |
| Needs of the church from which the pastor being called | 1 |
| Strengths of Pastor | 1 |
| Goals of Conference | 1 |
| Motivational levels of pastor | 1 |
| Intellectual capacity of pastor | 1 |

In summary, there was just one criterion upon which pastoral selection should be based that respondents identified strongly. The overwhelming perception was that the selection decision should be made on the basis of a match between church and pastor.

**8.10 – Question 10 – Additional comments on the pastoral selection process**

This question invited respondents to make any additional comments they wished to make about the selection process.

The following comments reflect the diversity of the comments in this final question. An endeavour has been made in this section to include those sentiments that are not reflected elsewhere in this research paper.

- "More thought and better process needs to be implemented."
- "Priority should be given to churches that are moving ahead strongly."
- "the problem with consultation is that boards and business meetings are often stacked with older conservative members."
- "The essence of successful pastoring is visit, visit, visit. Know your flock well and win their confidence. Pastors desperately need this from their president and Executive Committees."
- "We need a proper HR department..."
- "..these days there seems to be less emphasis of what is the will of God and more on financial and career concerns of Conferences and ministers."
- "The process occurs too often for churches and ministers to learn how to work together and see their goals achieved."
- "If he's [the pastor] useless, train him don't transfer him."
- "We need a Committee at Division level to look at this whole process."
- "The whole process needs to bring us closer to God."
- "My biggest criticism is that we do not evaluate the work of the pastor."
- "It is hard to consult if a pastor is called at the last minute of the calling season and you need someone to replace them – you can end up getting the leftovers."

- "In reality there are some pastors you find it hard to find a suitable church for and there are some churches that are difficult to find a pastor for. This is an ongoing challenge."
- "It is good to have a small Committee to look closely at each church and their needs and problems and recommend to the Executive Committee the right pastor for each church."
- "I strongly believe the third person [Conference President] needs to be constantly monitoring the local church and pastor to determine the best time for change....Too many pastors want to stay until their popularity is gone."
- "We need to find some way of ensuring that guys who are struggling and/or don't like their place of ministry can be heard..."
- "I wonder whether ministers should be appointed to churches for a stated period of time with changes only if problems occur.."
- "In our Conference there are at least five pastors who should be terminated. It is this incompetency that makes selection a nightmare.... I would encourage more use of competent lay ministry and less use of incompetent paid ministry..."
- "There must be a point where some pastors who are immoveable can be transferred??!!"
- "I am afraid that at least half the ministers in (name withheld) fit this category, of not allowing the Executive to do its work – due to I won't move.... If they are not in it for God they need to get out."
- "We must be careful that we do not have a process of calling where the best self-promoters and PR pastors rule the day..."

- "Appointments within a Conference in the end must not be a "call" which can be rejected for any reason. Such placements are not really calls – they are appointment. To move away from that will in the end cause chaos."
- "I like the discussion that I have been reading about in "Record"... the concept of placing pastors in areas where they can supervise several churches, team up with other pastors, use each pastor's strengths and gifts over a wider area and larger number of churches."
- "A major weakness is... the entry of a new pastor into a church. We do not have a formal induction service where the new pastor and the church make commitments to each other... We ought also to look at closure when a pastor leaves or retires."
- "Unfortunately, not every church can have the archangel Gabriel as their pastor so it is necessary at times to "make do" with a lesser mortal who the church may not want."
- "Young pastors should not be sent to isolated areas..."
- "Trying to find the right pastor to suit the church, who is happy to come to that area is ideal but the reality is that this only happens occasionally... Sometimes the most unlikely candidate can turn out to be a real blessing..."
- "There should be a process by which jobs are advertised... Ministry are selected from applicants by the Executive Committee..."

The responses to the invitation to make additional comments were many and varied; however, some general themes did emerge. Respondents are obviously passionate about the church "doing better" at the pastoral selection process. There is a focus

on communicating more about it amongst interested and involved parties; evaluating and training our pastors; and allowing God's will to prevail in our decision making.

### 8.11 – Overall Patterns

The open question section of the survey yielded some interesting results. The strength of consultation and de-centralised decision-making were identified. Lack of consultation (in some places) and information was highlighted as perceived weaknesses. Tradition, the politics of control, time and resistance by pastors were perceived barriers to improving the pastoral selection process. The matching of churches was perceived as a key criterion for selection. This criterion was reflected in the perceived need for much more information about prospective pastors.

Four themes can be highlighted that are apparent in most, if not all, of the questions:

1. The perception of the need for much **consultation** in the selection process.
2. The perception of the need for much more **information** available to those involved in the selection process.
3. The perception that the selection decision needs to be a shared decision and not **controlled** by an individual or small group of people.
4. The perception that the **matching** of the church and pastor is a critically important outcome of the pastoral selection process.

# Chapter 9

## Comparison with Present HR Practice

In chapter two a brief survey of current HRM literature revealed a number of key issues for the selection process in the general workforce at the current time. In this chapter we will consider three aspects of current HRM thought as it relates to the current pastoral selection practice in the Seventh-day Adventist Church in Australia and New Zealand: Selection as a strategic activity, selection on the basis of competency, selection on the basis of harmonisation.

### 9.1 – Selection as a Strategic Activity

Having the right staff is a key element in the success or failure of an enterprise. It is this realisation that has led staff selection to be viewed as a strategic activity in the HRM world. Is it seen in this light in the selection process of the church? From the perceptions expressed in the survey documents gathered for this research one could not make this assumption. Respondents identified a number of perceived issues that would negate a strategic view of selection:

- Conferences competed rather than cooperated on staffing issues
- Limited relevant information is available to those engaged in the process so strategic thinking would be difficult.
- Because of a limited pool of labour from which to draw the selection process often degenerates to "making do with what we have got".

Comments made by respondents indicate that there is a desire to think more strategically. The call for more information, the desire for appraisal, the call for a

national system to cooperate on staffing all point towards a desire for a more strategic focus.

### 9.2 – Selection Based on Competency

Competency is about having the right skill set to achieve the outcomes desired in a particular situation. Is the pastoral selection process in the Seventh-day Adventist Church based on competency? Based on the perceptions of the respondents in this survey the answer would be "somewhat".

Competency matching assumes two things. First, it assumes that the competencies required are known. Second, it assumes that the competencies of the candidates are known. Given that more than 50% of respondents indicated that any pastor could pastor any church it is clear that there is not a great understanding of the principles of competency amongst respondents. Despite this, respondents did indicate that they wanted more information about both selection candidates and churches. They also indicated a desire to achieve better matches between churches and pastors so there is an interest in moving more in this direction.

It should be noted that competencies are rather technical in nature and focus on performance. There may be other, less tangible, considerations that would impact on achieving a good selection outcome. Harmonisation helps describe these extra dynamics.

## 9.3 – Selection Based on Harmonisation

While competencies focus on achieving certain performance outcomes, harmonisation takes a more holistic approach. Harmonisation not only looks at candidate's skills but also their personal qualities that will determine whether or not they can not only perform the tasks required but also relate appropriately to the environment in which they are working and the people with whom they are working.

It should be noted that the responses to the survey indicate a desire to achieve what essentially amounts to harmonisation but the perception is that the current system and lack of information frustrate this process. Many respondents indicated that the extent to which the system works in spite of the limitations is a measure of the divine dimension that brings positive outcomes despite the shortcomings of the selection process.

# Chapter 10

# Conclusions and Recommendations for Current Practice

## 10.1 - Conclusions

This research paper set out to answer a number of specific questions relating to the perceptions of the pastoral process in Australia and New Zealand. In the analysis of the qualitative and quantitative data consistent patterns have emerged that detail those perceptions very clearly.

### 10.1.1 – Strengths

Respondents perceive the strengths of the current system mainly in terms of its independence from the local church and the pressure groups there. This independence also allows the "bigger picture" of the wider church to be taken into account in the process. Demographic analysis in chapter six indicated that the current system produces the right results – much of the time. Where it occurs, consultation is perceived as a strength.

### 10.1.2 – Weaknesses

Respondents perceive three major weaknesses in the current system: Lack of information; lack of consultation; lack of matching pastors and churches. The lack of relevant information was further compounded by the perception that second-hand information is frequently used in the selection process. This perception is widespread in all except the largest churches (see chapter seven). These perceptions of weakness in the system are reflected in both the

quantitative analysis (chapter six and seven) and in the qualitative analysis (chapter eight).

### 10.1.3 – Improving the Current Process

Three key issues are identified by respondents in terms of improving the current system: More dialogue and consultation, more information, more intentional matching of churches and pastors. Practical suggestions were offered in the qualitative analysis as to how this might occur (see chapter eight).

### 10.1.4 – Barriers to Improvements Occurring

Four critical barriers are identified by respondents that might inhibit meaningful change: Tradition, politics of control, time constraints, pastor resistance.

### 10.1.5 – The "Call of God"

Respondents affirm their perception of the "call of God" as the legitimate basis for pastoral ministry. They note however, their perception that personal agendas often override the will of God.

### 10.1.6 – Influence in the Pastoral Selection Process

The data analysis in chapter six identify the Conference Administration and Executive as being perceived as having the most influence in the pastoral selection process. Demographic analysis in chapter seven confirms this and also demonstrates that perceptions of influence are significantly linked to five

demographic factors: Length of time in the church (respondents who have been church members between 21 and 30 years are significantly more likely to perceive that the Union and Division have a greater influence in the pastoral selection process than any other group), gender (female respondents are significantly more likely to perceive that the Union and Division have a greater influence in the pastoral selection process, than do male respondents) , denominational employment (respondents who have been denominationally employed in the past are significantly more likely to perceive that the Union and Division have more influence in the pastoral selection process than do current denominational employees), Executive Committee membership (respondents who have never been a member of an Executive Committee are significantly more likely to perceive that the local church and pastor, and also financial factors, have a greater influence in the pastoral selection process than do respondents who are currently an Executive Committee member) and employment as a Conference Administrator (respondents who were employed as Conference Administrators in the past are significantly more likely to perceive that Conference Administration and Executive Committees have a greater influence in the selection process than do respondents who are currently in Conference Administration or who have never been in Conference Administration. Further, respondents who have been Conference Administrators in the past are also significantly more likely to perceive that the Union and Division have a greater influence in the pastoral selection process than those respondents who are currently in Conference Administration). Qualitative analysis in chapter eight reveals that there is overwhelming

support for a greater influence in the process by local churches – if not in terms of decision, at least in terms of dialogue and consultation.

### 10.1.7 – Criteria for Pastoral Selection

The matching of church and pastor is overwhelmingly perceived to be the key criterion in pastoral selection. Data analysis in chapter six reveals that the majority of respondents perceive this to be important. Further analysis in chapter seven reveals this to be consistent across all demographic groups. Given the freedom to express their opinions without arbitrary limits, the qualitative analysis in chapter eight reveals that "matching" is the key issue for most respondents.

### 10.1.8 – Key Themes

To summarise the key themes arising out of the data in just three phrases would be to say:

- We need more dialogue and consultation between Conference Administration and churches. This dialogue will be both personal and informal as well as formal and structured.
- We need more relevant information to inform the pastoral selection process. This information will come from CV's, appraisals and evaluation. Further, we need to reduce (or eliminate) our dependence on second-hand information.
- We need to intentionally and consistently ensure that churches and pastors are appropriately matched to insure "fit" between gifts, passion, personality and vision of the pastor and the needs of the local church.

## 10.2 Limitations of Research

- Research with this specific focus has not been undertaken before. This means that the research was not able to draw upon previous surveys to assist in the construction and procedures for the survey instrument.
- Responses were received from eighty-nine participants. It is acknowledged that this is a relatively small sample size. It is further acknowledged that some important subgroups are not represented in the sample. Value would be added to this research by undertaking another survey in the future with the express purpose of sampling those specific subgroups.
- The data collection for the qualitative component happened simultaneously with data collection for the quantitative component; yet it is data from the qualitative component that generated information that would greatly enhance the content and direction of the quantitative component. With this in mind, the data analysis and research report has focussed significantly on the qualitative component.
- The research was performed within the constraints of a fixed timeframe and academic course framework. There is potential to develop this research to a significantly greater extent. In that context, this research can be viewed as a pilot study out of which a more detailed and comprehensive project can arise.

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## 10.3 – Recommendations

In light of the foregoing research the following recommendations are offered for the church to consider as means of refining and improving the current pastoral selection process. It should be noted that it is not being suggested that the current system be dismantled. The author believes that the fundamentals of the current system are sound and provide a solid foundation for enhancing the selection process in Australia and New Zealand. Given that the research has identified some themes and patterns that have emerged consistently throughout the research the following recommendations reflect those themes.

1. That Pastors be required to maintain a current CV and that a copy of their current CV be kept at a central HR office where it will be accessible to potential calling Conferences. CV's for selection of candidates should be provided to Executive Committee members at least one month prior to the time when selection decisions are made.
2. That local churches be asked to supply in writing, on an annual basis, a summary of the perceived needs of their church and community. Further, the statement should include their perceptions of the performance of their current pastor and any needs that may be present. This document should be made available to Executive Committee members at least one month prior to the time where selection decisions are made.
3. That annual appraisals should be made on the performance of pastors. In addition to work performance indicators these appraisals should also reflect interpersonal relations, personality, and spiritual issues. This

document should be made available to Executive Committee members at least one month prior to the time when selection decisions will be made.

4. That Conference Presidents should include as a part of their Presidents Council an opportunity to discuss pastoral staffing with a view to eliminating the competition for staff that currently causes disruption to most Conferences in Australia and New Zealand. A strategic view with centralised agreement would see all Conferences benefiting in the long term.
5. That pastoral vacancies be advertised routinely in an agreed forum so that pastors can express interest in particular positions.
6. That from time to time different combinations of local Conferences undertake their pastoral selection process jointly with the purpose of allowing some inter-Conference transfers to occur. This would be helpful to smaller Conferences in particular who do not have a large pool of staff to call on and enable them to utilise some "fresh" personnel in their field.

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## Appendices


| | | |
|---|---|---|
| Appendix 1 | ..... | Survey Instrument |
| Appendix 2 | ..... | SPD Pastoral Selection Policy |
| Appendix 3 | ..... | Factor Analysis |
| Appendix 4 | ..... | Demographic Analysis |

# Appendix 1

# Survey Instrument

SECTION B:

Instructions:

- For each of the following statements, please indicate the extent to which you agree or disagree.
- If you are not a part of the pastoral selection process answer as if you were; on the basis of your perception of what actually happens.
- Put a circle around the number on the answer scale that you feel most accurately reflects your genuine thoughts.
- Only if a statement is such that you feel unable to give an opinion, please circle **"0"** for **"no opinion"** in the right-hand column for that statement.

| 1 | 2 | 3 | 4 | 0 |
|---|---|---|---|---|
| Strongly Agree | Agree | Disagree | Strongly Disagree | No Opinion |

| | | | | | | |
|---|---|---|---|---|---|---|
| 1. | Prayer is an important part of our pastoral selection process | 1 | 2 | 3 | 4 | 0 |
| 2. | The Conference Administration generally brings recommendations to the Executive Committee regarding pastoral appointments. | 1 | 2 | 3 | 4 | 0 |
| 3. | The Conference Administration is open to input and suggestions from lay & employee members of the Executive Committee | 1 | 2 | 3 | 4 | 0 |
| 4. | Much weight is placed on the opinion of Union or Division personnel who attend meetings where pastoral appointments are made. | 1 | 2 | 3 | 4 | 0 |
| 5. | Before any pastoral appointment is made we always first seek to understand what type of pastor the church requires. | 1 | 2 | 3 | 4 | 0 |
| 6. | We always have adequate information about the pastors we appoint. | 1 | 2 | 3 | 4 | 0 |
| 7. | On reflection of the pastoral appointments made in the last two years I believe that we have made the right selection decisions. | 1 | 2 | 3 | 4 | 0 |
| 8. | The opportunity to interview pastors as part of the selection process would be helpful. | 1 | 2 | 3 | 4 | 0 |
| 9. | The pastoral appointments we make are often reliant on opinions of people outside of our Conference. | 1 | 2 | 3 | 4 | 0 |
| 10. | The ability to seek expressions of interest or applications from pastors interested in a particular appointment would be helpful. | 1 | 2 | 3 | 4 | 0 |
| 11. | Access to current CV's for pastors under consideration for selection would be helpful. | 1 | 2 | 3 | 4 | 0 |
| 12. | Dialogue with the receiving church to understand their needs is a part of the selection process in our conference. | 1 | 2 | 3 | 4 | 0 |
| 13. | The ability to use personality or leadership tests on prospective pastoral candidates would be helpful in the selection process. | 1 | 2 | 3 | 4 | 0 |
| 14. | Significant attention is given to the impact on the ministry in the local church where the pastor is coming from, should he be called to a new appointment. | 1 | 2 | 3 | 4 | 0 |
| 15. | It would be helpful to have a representative from the local church sit with the Executive Committee when an appointment is made to that church so that we can clearly understand their needs. | 1 | 2 | 3 | 4 | 0 |
| 16. | Our Conference maintains strict adherence to the protocols of pastoral appointment as laid out in policy. | 1 | 2 | 3 | 4 | 0 |
| 17. | Our Conference finds current pastoral selection protocol inhibiting and use creative means of circumventing policy to achieve desired outcomes. | 1 | 2 | 3 | 4 | 0 |
| 18. | The pressure to fill a pastoral position means that we will sometimes make an appointment that is less than desirable. | 1 | 2 | 3 | 4 | 0 |
| 19. | I would rather see a church have no pastor than appoint a pastor not suited to a particular church. | 1 | 2 | 3 | 4 | 0 |
| 20. | I believe that all pastors should be able to minister as a local pastor to all churches. | 1 | 2 | 3 | 4 | 0 |
| 21. | The impact on the pastoral family is an important consideration when we select our pastors | 1 | 2 | 3 | 4 | 0 |
| 22. | The local church should have significant influence in the pastoral selection for their church | 1 | 2 | 3 | 4 | 0 |

| | | | | | |
|---|---|---|---|---|---|
| 23. Local pastors should be given the opportunity to indicate when they wish to move and where they want to be placed. | 1 | 2 | 3 | 4 | 0 |
| 24. We try and seek the will of God when making a pastoral appointment | 1 | 2 | 3 | 4 | 0 |
| 25. The Conference Administration should have the most say in the pastoral selection process | 1 | 2 | 3 | 4 | 0 |
| 26. The financial cost of selecting a particular pastoral candidate does influence our selection decisions. | 1 | 2 | 3 | 4 | 0 |
| 27. We always evaluate our pastoral selection decisions at a later date to ensure we have made appropriate decisions. | 1 | 2 | 3 | 4 | 0 |

## SECTION C

### Demographic information

Please tick the boxes that apply to you.

1. I live in:
   - ☐ a major metropolitan city
   - ☐ a rural city (population above 20,000)
   - ☐ a rural town (population below 20,000)
   - ☐ on a farm/property

2. The church I attend has:
   - ☐ less than 20 people (including children) attending
   - ☐ 21 – 50 people (including children) attending
   - ☐ 51 – 100 people (including children) attending
   - ☐ 100 + people attending

3. The church I attend is:
   - ☐ In a major metropolitan city
   - ☐ In a rural city
   - ☐ In a rural town

4. I have been a church member for:
   - ☐ less than 5 years
   - ☐ 5 – 10 years
   - ☐ 11 – 20 years
   - ☐ 20 – 30 years
   - ☐ 30 + years

5. My age is:
   - ☐ 15 – 20 years
   - ☐ 21 – 35 years
   - ☐ 36 – 50 years
   - ☐ 51 + years

6. I am:
   - ☐ Male
   - ☐ Female

7. 
   - ☐ I am a denominational employee
   - ☐ I have been a denominational employee in the past
   - ☐ I have never been a denominational employee

8. 
   - ☐ I am a pastor serving in a local church
   - ☐ In the past I have served as a local church pastor
   - ☐ I have never been a church pastor

9. 
   - ☐ I am currently a member of a Conference executive committee
   - ☐ I have been a member of a Conference executive committee in the past
   - ☐ I have never been a member of a Conference executive committee

10. 
   - ☐ I am a Conference administrator
   - ☐ I have been a Conference administrator in the past
   - ☐ I have never been a Conference administrator

When you have completed this questionnaire please return it in the attached/stamped envelope.

Thank you so much for your time in helping this project. Your contribution will add to our understanding of the pastoral selection process.

# Appendix 2

# SPD Pastoral Selection Policy

the adopted division's wage factor for each month of service in the home division.

vii The home division agrees to return the worker to the adopted division.

viii The maximum period of service which may be validated under these provisions is ten years.

6. **Retirement benefits.**
The distribution of responsibility for the payment of retirement benefits by the divisions in which the worker has served shall be determined by the retirement plan policy.

## PER.80.35 METHOD OF CALL AND TRANSFER OF EMPLOYEES

For the preservation of unity and cooperation in securing and transferring employees for our growing cause in all its departments, the following is the approved method of calling and transferring employees within this Division.

1. **Avoid making direct offers to Employees.**
In order to avoid friction and the unsettling of employees, those who are seeking for employees shall conscientiously avoid making direct or indirect contact with or make offers to, or entering into any arrangements whatsoever with, individuals who are denominationally employed or who may be under obligations for employment, with reference to their entering any particular line or field of work. This does not apply to advertised positions. (19/05/94)

2. **Inquiries to be made of conference/mission/institution officers.**
Prior to the placement of any call informal consultations may take place with the officers of the employing organisation, for the purpose of counsel as to the suitability of such persons for the work in mind, and to ascertain whether or not their release could be arranged; but in no case shall inquiries be made, either directly or indirectly of the individual employee, unless permission for such inquiry has been granted by the president of the conference/mission or

chairperson of the board in which conference/mission or institution the employee is employed. (19/05/94)

3. **Calls for individuals.**
Calls for individuals desired may be made in the regular way by telephone, facsimile, E-mail or letter through the office of the secretariat, as follows: (19/05/94)

a. *Within a union*:
The interchange of employees between local conferences/ missions or institutions shall be made through the union.

b. *Between unions*:
Calls originating within a union for an employee from within a sister union shall be processed through the respective union executive committee on the understanding that such calls can be processed direct from one union to the other. However, calls originating within a

i. union conference for an employee within a union mission, or

ii. union mission for an employee whose base is Australia or New Zealand,

shall be processed through the Division.

c. *Between Union and Division:*
Calls originating within a union for an employee from the Division or one of its institutions or another world division shall be processed through the respective division and union executive committees.

d. The Division executive committee, if appealed to, shall make inquiry, if it seems necessary, of the union and local conference/mission or institution from which an employee is desired, as to the qualification of the employee and the propriety of the transfer, and shall exercise its discretion as to whether or not the call shall be passed on. (22/11/94)

4. **Interviews.**
Organisations seeking to employ denominational personnel in specialised positions shall seek approval to conduct an interview from the organisation who employs the individual. Interviews will not be approved for the purpose of filling the positions of local pastors and elected personnel. All costs associated with the convening of the interview are the responsibility of the calling organisation. (19/05/94)

5. **Letter of call.**
In no case shall the call be made to the individual, but through the procedures as outlined in Clause 3. The letter of call for the employee shall originate with the calling entity and be sent via the employing body. The letter shall contain a full explanation of the relevant employment terms and conditions. When the call has been placed in the hands of the employee, the local conference/mission secretary or institutional head shall notify the secretary of the calling conference/mission or institution to inform that the employee has received the call. After such word has been received, the officers of the calling conference/mission or institution shall correspond or otherwise make contact with the employee and communicate any terms and conditions that apply. (19/05/94)

6. **Contact with Employee after Passing on of Call.**
After a call has been received officially by an employee, the calling body may communicate with the employee, conveying information relative to the position to which the employee is called. The respective administrations shall negotiate the conditions, terms, and policies appropriate to the transfer in consultation with the employee. (18/11/97)

7. **Call to reach Employee desired.**
In all negotiations regarding the securing and transfer of personnel, we should exercise an unselfish and broad-minded spirit. After the call has been received, administration should ensure that the call reaches the employee desired, in order that the person may have opportunity to respond. It is understood that if in the judgment of the union or local officers the employee is not qualified for the position or cannot possibly be spared, the passing on of the call shall be deferred until communication can be had with the relevant union and/or Division secretariat office. (19/05/94)

8. **Irregular approach to Employee.**
Clear evidence of irregular approach to an employee before the call reaches the employee in the regular way shall be considered by the relevant executive committee or board a justifiable reason for declining to pass on the call.

9. **Right of Employee to make known a desire for change.**

It is to be understood that these regulations governing transfers among organisations in no wise preclude the right of the individual employee to make known a desire or burden to arrange a change of field.

10. **Length of Service Before Call for Ministers and Departmental Personnel.**
Ministers should not expect frequent calls to other organisations, and a minimum of five years' service is expected before a call from another organisation would be considered. The same minimum period of service shall apply to personnel serving in departmental positions. This provision is to protect the minister and conference, but should not cause a minister to expect a call after completing the minimum years of service. In special circumstances, such as the transfer of personnel serving ethnic congregations, this requirement may be varied by agreement between employing bodies. It is understood that this clause does not apply to calls to administrative positions, from field to departmental responsibilities, from assistant or associate positions to senior position, to Division or union institutions, or to the mission field. Ministers at all levels of church organisation (except as provided for in clause 21) shall be eligible for call after serving the minimum period as provided for in this clause. (13/05/97)

11. **Calls under three years.**
Where a call is processed for an individual who has transferred from one organisation to another within the previous three years, the calling organisation shall be responsible for the previous transfer costs on a pro-rata basis over the three years as well as the proposed transfer costs, except in circumstances where an individual has not been re-elected at a session, or where an employing organisation has made the individual available for call, or where a call is placed which will involve transfer to the union mission territories, or where the call is to fill a K-12 teaching position.. (19/05/94)

12. **Exemptions from calls.**
It shall be recognised there are occasions when much would be lost should a field employee who, according to policy, is available for transfer be called from the employee's present location. Conferences, therefore, shall have the opportunity of naming one such minister for each ten field employees or portion thereof currently employed within the conference, to be exempt from call to field work in another conference for a further twelve months. A minimum of two such employees may be exempted by each conference without regard to the number of field employees. It is understood that no minister may be exempted for two consecutive years and that the names of those to be exempted be circulated to all conferences by June 30 of the year preceding the exemption. Conference committees are required to state specific reasons in writing to the union when requesting exemption from call within the terms of this policy.

13. **Declining of calls.**
While recognising the importance of calls that arise from committees which have been appointed to administer the work of the Lord it is accepted that these occasions may create real problems for the employee concerned. In such cases when the employee expresses a desire not to accept the call the employee may be required to state reasons in writing; and the union conference, for calls within the union, and the Division for calls involving more than one union, will consider the reasons stated and determine whether the call shall be sustained or not. When the administration of the next higher body, where the employee is employed, considers that the reasons for declining the call are not acceptable they may choose to place a moratorium on the employee so that he/she cannot receive a similar call to a more ideal location for a period of two years. (18/11/97)

14. **Release/employment of Employee.**
No institution or conference/mission shall engage an employee until such employee is properly released from the employing conference/mission or institution.

15. **Calls for Teachers.**
All calls for teachers of primary and secondary schools in union conferences shall be processed in harmony with protocols as agreed to by the union conferences. Calls for expatriates from Australia and New Zealand appointed to the

union missions shall be processed through the office of the secretariat in consultation with the Division Education Director. (18/11/97)

16. **Calls for Ministers.**
While calls for ministers shall be processed in the usual way through the office of the secretariat they should normally be passed on to the individual by the president. (19/05/94)

17. **Time for calls.**

a. Calls for field ministers, departmental personnel at all levels and union institutional ministerial employees (except administration appointments) shall not be processed before September 1 and no later than December 15 each year, unless otherwise approved by the employer. Mission field and session administrative appointments shall be exempted from this requirement. (18/11/97)

b. Employees other than ministers and teachers shall normally be expected to take up their new appointment no later than six weeks after accepting a call, unless negotiated otherwise at the time of processing the appointment. (13/05/97)

18. **Previously employed Employees.**
Organisations who desire to employ individuals who have been previously employed by the denomination shall seek clearance from the previous employer before offering employment to the applicant. (19/05/94)

19. **Two calls at once.**
Normally no employee should receive more than one call at a time. Calls shall normally be processed in the order they are received, except in the case of graduates and returning missionaries where, on the basis of need, the Division will determine which call shall proceed. (19/05/94)

20. **Calls for graduates.**

a. Calls for graduates of a union training institution shall be made through the union.

b. Calls for graduates of Division training institutions shall be made through the South Pacific Division.

c. A sponsoring organisation shall have priority over other organisations when calling graduates, but in the event that the sponsoring organisation does not have a position for the graduate it shall notify the higher body by October 1 that it has released the graduate from its sponsorship commitment and advise the graduate that he/she is free to accept a call from any other church organisation. (19/11/96)

21. **Calls for expatriates.**
Expatriates from Australia and New Zealand, serving in the islands of the South Pacific, may receive calls from organisations in Australia and New Zealand, when they have completed a minimum of six years island service. If after serving the initial period of six years, and a furlough or mid-term leave is taken, and having returned to the islands, a further nine months service shall be required before any call becomes effective. Repatriation costs shall be the responsibility of the Division. (23/11/93)

22. **Advertising designated positions.**
Normally ministerial appointments will not be advertised. However,

a. conferences, after consultation with their union conference, may advertise for ministers who are needed to serve in isolated locations and specialised positions;

b. the Division may advertise for ministerial personnel to meet specific needs in the union mission territories;

c. a conference standing nominating committee or executive committee may advertise, in harmony with their constitution, administrative and departmental positions in official church communication media.

All employing organisations may advertise other positions unless policy provides for specific processes which exclude advertising. When a position is advertised, the advertising organisation shall accept applications from church employees only if they have given five years of service in their current organisation, or if the application is accompanied by an endorsement from the current employing

organisation. If an endorsement is granted, then the provisions of PER.80.35, clause 11, shall apply. It is understood that this paragraph does not apply to calls to administrative positions, to departmental responsibilities, from assistant or associate positions to senior positions, or to the union mission territories. (27/06/99)

23. **"Employees Under Transfer Information Sheet."** Vital information affecting the financial and other arrangements of an employee under transfer is called for on the "Employees Under Transfer Information Sheet," therefore these forms should be completed and forwarded on to the new employing organisation immediately an employee transfers. (18/11/97)

## PER.80.40 RE-EMPLOYMENT

1. Any organisation which contemplates employing on the Division wages schedule a person, who has previously been denominationally employed, shall seek counsel through the regular channels and obtain clearance from the Division officers or Division executive committee, prior to entering into any employment arrangements with the person.

2. Where consideration is being given to the re-employment of ministers who have been dismissed from the ministry because of a violation of the seventh commandment:

   a. Wide counsel must be sought, including advice from the last employing organisation.

   b. Re-employment should be considered only in areas other than the gospel ministry, the teaching ministry or in positions of denominational leadership and prominence, in harmony with the following statement from the General Conference Working Policy, L60.20, clause 4: "....for the sake of the good name of the Church and the maintaining of moral standards, he/she must plan to devote his/her life to employment other than that of the gospel ministry, the teaching ministry, or denominational leadership."

# Appendix 3

# Factor Analysis

# Factor Analysis

**Correlation Matrix**

| | | B1 | B2 | B3 | B4 | B5 | B6 |
|---|---|---|---|---|---|---|---|
| Correlation | B1 | 1.000 | .064 | .086 | .069 | .365 | .254 |
| | B2 | .064 | 1.000 | .203 | .409 | -.099 | .059 |
| | B3 | .086 | .203 | 1.000 | -.086 | .402 | .382 |
| | B4 | .069 | .409 | -.086 | 1.000 | -.208 | -.078 |
| | B5 | .365 | -.099 | .402 | -.208 | 1.000 | .455 |
| | B6 | .254 | .059 | .382 | -.078 | .455 | 1.000 |
| | B7 | .118 | .215 | .139 | .149 | .163 | .472 |
| | B8 | -.181 | .162 | .022 | .489 | -.238 | -.111 |
| | B9 | -.053 | .206 | -.064 | .213 | -.209 | -.208 |
| | B10 | .005 | .008 | .179 | .265 | -.022 | -.012 |
| | B11 | .049 | .030 | -.006 | .288 | .112 | .017 |
| | B12 | -.162 | -.083 | .088 | -.030 | .241 | .177 |
| | B13 | -.025 | -.147 | -.076 | .156 | .136 | .095 |
| | B14 | -.178 | .150 | .193 | -.083 | -.026 | .028 |
| | B15 | -.038 | .107 | -.165 | .181 | -.157 | -.177 |
| | B16 | .177 | .240 | .280 | .153 | -.082 | .137 |
| | B17 | .044 | .269 | .061 | .348 | -.043 | .143 |
| | B18 | -.291 | .302 | .052 | .068 | -.161 | .055 |
| | B19 | -.176 | .260 | .043 | .113 | -.037 | -.022 |
| | B20 | -.102 | -.053 | -.073 | -.081 | -.167 | .056 |
| | B21 | .186 | .155 | .098 | .213 | .055 | .227 |
| | B22 | -.231 | .126 | -.098 | .314 | -.235 | .069 |
| | B23 | .034 | .166 | .000 | .310 | -.206 | -.068 |
| | B24 | .666 | -.047 | .176 | -.037 | .412 | .383 |
| | B25 | .175 | -.041 | .263 | -.167 | .191 | .242 |
| | B26 | .043 | .390 | -.302 | .263 | -.259 | .021 |
| | B27 | .348 | .007 | .162 | .023 | .216 | .608 |

**Correlation Matrix**

| | | B7 | B8 | B9 | B10 | B11 | B12 |
|---|---|---|---|---|---|---|---|
| Correlation | B1 | .118 | -.181 | -.053 | .005 | .049 | -.162 |
| | B2 | .215 | .162 | .206 | .008 | .030 | -.083 |
| | B3 | .139 | .022 | -.064 | .179 | -.006 | .088 |
| | B4 | .149 | .489 | .213 | .265 | .288 | -.030 |
| | B5 | .163 | -.238 | -.209 | -.022 | .112 | .241 |
| | B6 | .472 | -.111 | -.208 | -.012 | .017 | .177 |
| | B7 | 1.000 | .084 | -.052 | .111 | .041 | .153 |
| | B8 | .084 | 1.000 | .288 | .336 | .264 | .090 |
| | B9 | -.052 | .288 | 1.000 | .251 | .176 | -.067 |
| | B10 | .111 | .336 | .251 | 1.000 | .289 | .101 |
| | B11 | .041 | .264 | .176 | .289 | 1.000 | .073 |
| | B12 | .153 | .090 | -.067 | .101 | .073 | 1.000 |
| | B13 | .006 | .294 | .118 | -.001 | .373 | .047 |
| | B14 | .216 | -.029 | -.127 | -.088 | -.154 | .233 |
| | B15 | -.250 | .405 | .296 | .236 | .379 | .054 |
| | B16 | .081 | .045 | .095 | .125 | -.039 | -.144 |
| | B17 | .185 | .173 | .202 | .088 | -.051 | -.022 |
| | B18 | -.041 | .436 | .268 | .162 | .057 | .221 |
| | B19 | -.062 | .252 | .189 | .145 | .144 | .183 |
| | B20 | .029 | .092 | -.030 | .120 | -.097 | .165 |
| | B21 | .365 | .216 | -.024 | -.113 | .075 | .136 |
| | B22 | .016 | .341 | .052 | .045 | .295 | -.018 |
| | B23 | .103 | .311 | -.068 | .176 | .250 | .048 |
| | B24 | .240 | -.276 | -.136 | -.069 | .098 | -.114 |
| | B25 | .255 | -.175 | -.243 | -.232 | -.040 | -.120 |
| | B26 | .172 | .207 | .328 | .046 | -.076 | .076 |
| | B27 | .494 | -.025 | -.157 | .005 | .129 | .189 |

**Correlation Matrix**

| | | B13 | B14 | B15 | B16 | B17 | B18 |
|---|---|---|---|---|---|---|---|
| Correlation | B1 | -.025 | -.178 | -.038 | .177 | .044 | -.291 |
| | B2 | -.147 | .150 | .107 | .240 | .269 | .302 |
| | B3 | -.076 | .193 | -.165 | .280 | .061 | .052 |
| | B4 | .156 | -.083 | .181 | .153 | .348 | .068 |
| | B5 | .136 | -.026 | -.157 | -.082 | -.043 | -.161 |
| | B6 | .095 | .028 | -.177 | .137 | .143 | .055 |
| | B7 | .006 | .216 | -.250 | .081 | .185 | -.041 |
| | B8 | .294 | -.029 | .405 | .045 | .173 | .436 |
| | B9 | .118 | -.127 | .296 | .095 | .202 | .268 |
| | B10 | -.001 | -.088 | .236 | .125 | .088 | .162 |
| | B11 | .373 | -.154 | .379 | -.039 | -.051 | .057 |
| | B12 | .047 | .233 | .054 | -.144 | -.022 | .221 |
| | B13 | 1.000 | -.098 | .277 | -.144 | .193 | .106 |
| | B14 | -.098 | 1.000 | -.158 | .141 | -.073 | .024 |
| | B15 | .277 | -.158 | 1.000 | -.181 | .017 | .243 |
| | B16 | -.144 | .141 | -.181 | 1.000 | .133 | .118 |
| | B17 | .193 | -.073 | .017 | .133 | 1.000 | .156 |
| | B18 | .106 | .024 | .243 | .118 | .156 | 1.000 |
| | B19 | -.012 | .159 | .238 | .204 | -.059 | .085 |
| | B20 | -.002 | -.074 | .148 | .073 | .201 | .199 |
| | B21 | .180 | .210 | .031 | .115 | .042 | .056 |
| | B22 | .322 | .048 | .500 | -.163 | .257 | .095 |
| | B23 | -.067 | -.191 | .197 | -.107 | .018 | .125 |
| | B24 | .065 | -.017 | -.153 | .227 | .018 | -.277 |
| | B25 | -.016 | .137 | -.346 | .087 | -.131 | -.139 |
| | B26 | -.140 | -.120 | .092 | .112 | .190 | .317 |
| | B27 | .069 | .160 | -.203 | .139 | .176 | -.077 |

**Correlation Matrix**

| | | B19 | B20 | B21 | B22 | B23 | B24 |
|---|---|---|---|---|---|---|---|
| Correlation | B1 | -.176 | -.102 | .186 | -.231 | .034 | .666 |
| | B2 | .260 | -.053 | .155 | .126 | .166 | -.047 |
| | B3 | .043 | -.073 | .098 | -.098 | .000 | .176 |
| | B4 | .113 | -.081 | .213 | .314 | .310 | -.037 |
| | B5 | -.037 | -.167 | .055 | -.235 | -.206 | .412 |
| | B6 | -.022 | .056 | .227 | .069 | -.068 | .383 |
| | B7 | -.062 | .029 | .365 | .016 | .103 | .240 |
| | B8 | .252 | .092 | .216 | .341 | .311 | -.276 |
| | B9 | .189 | -.030 | -.024 | .052 | -.068 | -.136 |
| | B10 | .145 | .120 | -.113 | .045 | .176 | -.069 |
| | B11 | .144 | -.097 | .075 | .295 | .250 | .098 |
| | B12 | .183 | .165 | .136 | -.018 | .048 | -.114 |
| | B13 | -.012 | -.002 | .180 | .322 | -.067 | .065 |
| | B14 | .159 | -.074 | .210 | .048 | -.191 | -.017 |
| | B15 | .238 | .148 | .031 | .500 | .197 | -.153 |
| | B16 | .204 | .073 | .115 | -.163 | -.107 | .227 |
| | B17 | -.059 | .201 | .042 | .257 | .018 | .018 |
| | B18 | .085 | .199 | .056 | .095 | .125 | -.277 |
| | B19 | 1.000 | -.118 | .207 | .155 | -.025 | -.082 |
| | B20 | -.118 | 1.000 | -.056 | .050 | -.087 | -.327 |
| | B21 | .207 | -.056 | 1.000 | .000 | .137 | .311 |
| | B22 | .155 | .050 | .000 | 1.000 | .228 | -.109 |
| | B23 | -.025 | -.087 | .137 | .228 | 1.000 | -.086 |
| | B24 | -.082 | -.327 | .311 | -.109 | -.086 | 1.000 |
| | B25 | -.204 | -.035 | .304 | -.284 | -.150 | .309 |
| | B26 | -.003 | .132 | .133 | .056 | .146 | -.082 |
| | B27 | -.025 | .057 | .306 | -.029 | .019 | .420 |

**Correlation Matrix**

| | | B25 | B26 | B27 |
|---|---|---|---|---|
| Correlation | B1 | .175 | .043 | .348 |
| | B2 | -.041 | .390 | .007 |
| | B3 | .263 | -.302 | .162 |
| | B4 | -.167 | .263 | .023 |
| | B5 | .191 | -.259 | .216 |
| | B6 | .242 | .021 | .608 |
| | B7 | .255 | .172 | .494 |
| | B8 | -.175 | .207 | -.025 |
| | B9 | -.243 | .328 | -.157 |
| | B10 | -.232 | .046 | .005 |
| | B11 | -.040 | -.076 | .129 |
| | B12 | -.120 | .076 | .189 |
| | B13 | -.016 | -.140 | .069 |
| | B14 | .137 | -.120 | .160 |
| | B15 | -.346 | .092 | -.203 |
| | B16 | .087 | .112 | .139 |
| | B17 | -.131 | .190 | .176 |
| | B18 | -.139 | .317 | -.077 |
| | B19 | -.204 | -.003 | -.025 |
| | B20 | -.035 | .132 | .057 |
| | B21 | .304 | .133 | .306 |
| | B22 | -.284 | .056 | -.029 |
| | B23 | -.150 | .146 | .019 |
| | B24 | .309 | -.082 | .420 |
| | B25 | 1.000 | -.248 | .393 |
| | B26 | -.248 | 1.000 | .043 |
| | B27 | .393 | .043 | 1.000 |

**KMO and Bartlett's Test**

| | | |
|---|---|---|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .510 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 641.690 |
| | df | 351 |
| | Sig. | .000 |

**Communalities**

| | Initial | Extraction |
|---|---|---|
| B1 | .676 | .642 |
| B2 | .692 | .652 |
| B3 | .645 | .776 |
| B4 | .641 | .499 |
| B5 | .638 | .688 |
| B6 | .690 | .668 |
| B7 | .583 | .496 |
| B8 | .659 | .642 |
| B9 | .450 | .400 |
| B10 | .467 | .656 |
| B11 | .489 | .431 |
| B12 | .484 | .534 |
| B13 | .462 | .597 |
| B14 | .471 | .432 |
| B15 | .619 | .526 |
| B16 | .487 | .389 |
| B17 | .437 | .395 |
| B18 | .584 | .509 |
| B19 | .549 | .475 |
| B20 | .454 | .283 |
| B21 | .543 | .552 |
| B22 | .637 | .856 |
| B23 | .466 | .742 |
| B24 | .705 | .748 |
| B25 | .520 | .560 |
| B26 | .588 | .715 |
| B27 | .645 | .642 |

Extraction Method: Principal Axis Factoring.

**Total Variance Explained**

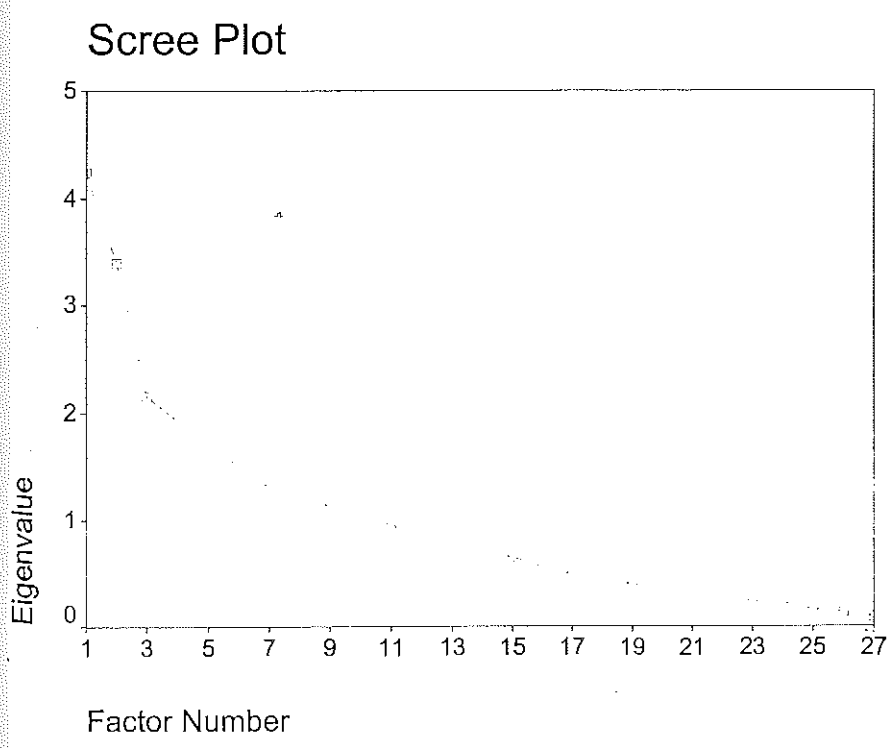
| Factor | Initial Eigenvalues | | | Extraction Sums of Squared Loadings | | |
|---|---|---|---|---|---|---|
| | Total | % of Variance | Cumulative % | Total | % of Variance | Cumulative % |
| 1 | 4.242 | 15.710 | 15.710 | 3.862 | 14.303 | 14.303 |
| 2 | 3.394 | 12.571 | 28.281 | 2.988 | 11.066 | 25.368 |
| 3 | 2.156 | 7.986 | 36.267 | 1.729 | 6.404 | 31.772 |
| 4 | 1.927 | 7.138 | 43.406 | 1.511 | 5.597 | 37.369 |
| 5 | 1.645 | 6.094 | 49.500 | 1.219 | 4.515 | 41.885 |
| 6 | 1.520 | 5.631 | 55.130 | 1.065 | 3.945 | 45.830 |
| 7 | 1.310 | 4.852 | 59.983 | .936 | 3.466 | 49.295 |
| 8 | 1.231 | 4.558 | 64.541 | .844 | 3.126 | 52.422 |
| 9 | 1.128 | 4.178 | 68.719 | .742 | 2.748 | 55.170 |
| 10 | 1.019 | 3.774 | 72.492 | .608 | 2.252 | 57.422 |
| 11 | .961 | 3.557 | 76.050 | | | |
| 12 | .798 | 2.955 | 79.005 | | | |
| 13 | .712 | 2.638 | 81.642 | | | |
| 14 | .678 | 2.511 | 84.154 | | | |
| 15 | .649 | 2.403 | 86.557 | | | |
| 16 | .558 | 2.068 | 88.625 | | | |
| 17 | .486 | 1.798 | 90.423 | | | |
| 18 | .432 | 1.601 | 92.024 | | | |
| 19 | .397 | 1.469 | 93.493 | | | |
| 20 | .333 | 1.232 | 94.725 | | | |
| 21 | .299 | 1.108 | 95.833 | | | |
| 22 | .287 | 1.064 | 96.897 | | | |
| 23 | .231 | .854 | 97.751 | | | |
| 24 | .222 | .821 | 98.573 | | | |
| 25 | .159 | .590 | 99.162 | | | |
| 26 | .135 | .499 | 99.661 | | | |
| 27 | 9.143E-02 | .339 | 100.000 | | | |

Extraction Method: Principal Axis Factoring.

**Total Variance Explained**

| Factor | Rotation Sums of Squared Loadings | | |
|---|---|---|---|
| | Total | % of Variance | Cumulative % |
| 1 | 2.490 | 9.223 | 9.223 |
| 2 | 2.057 | 7.618 | 16.841 |
| 3 | 1.986 | 7.355 | 24.196 |
| 4 | 1.925 | 7.129 | 31.325 |
| 5 | 1.377 | 5.101 | 36.426 |
| 6 | 1.238 | 4.584 | 41.010 |
| 7 | 1.149 | 4.257 | 45.267 |
| 8 | 1.144 | 4.237 | 49.504 |
| 9 | 1.095 | 4.057 | 53.562 |
| 10 | 1.042 | 3.861 | 57.422 |
| 11 | | | |
| 12 | | | |
| 13 | | | |
| 14 | | | |
| 15 | | | |
| 16 | | | |
| 17 | | | |
| 18 | | | |
| 19 | | | |
| 20 | | | |
| 21 | | | |
| 22 | | | |
| 23 | | | |
| 24 | | | |
| 25 | | | |
| 26 | | | |
| 27 | | | |

Extraction Method: Principal Axis Factoring.



**Factor Matrix[a]**

| | Factor | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| B24 | -.601 | .376 | | -.369 | | | | |
| B8 | .596 | .418 | | | | | | |
| B15 | .578 | | .363 | | | | | |
| B25 | -.565 | | | | | | | |
| B5 | -.557 | | .313 | | | | | |
| B22 | .500 | | .355 | | | | | -.347 |
| B9 | .431 | | | | | | | |
| B18 | .421 | | | | | | | |
| B27 | -.445 | .561 | | | | | | |
| B7 | | .542 | | | | | | |
| B6 | -.467 | .534 | | | | | | |
| B21 | | .518 | | | | -.332 | | |
| B4 | .412 | .464 | | | | | | |
| B17 | | .357 | | | | | | -.312 |
| B13 | | | .533 | | | | .334 | |
| B11 | | .335 | .476 | | | | | |
| B2 | | .436 | -.450 | | | | | |
| B26 | .344 | | -.445 | -.320 | | | | |
| B16 | | | -.360 | | .304 | | | |
| B1 | -.441 | .307 | | -.526 | | | | |
| B12 | | | | .522 | | | | .347 |
| B14 | | | | .388 | | -.363 | | |
| B3 | -.340 | .328 | | .353 | .508 | | | -.343 |
| B10 | .302 | | | | .405 | .331 | | |
| B19 | | | | | | | | |
| B20 | | | | | | .350 | | |
| B23 | .317 | | | | | | -.682 | |

Extraction Method: Principal Axis Factoring.

**Factor Matrix[a]**

| | Factor | |
|---|---|---|
| | 9 | 10 |
| B24 | | |
| B8 | | |
| B15 | | |
| B25 | .372 | |
| B5 | | |
| B22 | -.319 | |
| B9 | | |
| B18 | | .307 |
| B27 | | |
| B7 | | |
| B6 | | |
| B21 | | |
| B4 | | |
| B17 | | |
| B13 | | |
| B11 | | |
| B2 | | |
| B26 | | |
| B16 | | |
| B1 | | |
| B12 | | |
| B14 | | |
| B3 | | |
| B10 | | -.349 |
| B19 | | |
| B20 | | |
| B23 | | |

Extraction Method: Principal Axis Factoring.

a. Attempted to extract 10 factors. More than 25 iterations required. (Convergence=2.670E-03). Extraction was terminated.

**Rotated Factor Matrix[a]**

| | Factor | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 |
| B27 | .769 | | | | | | | |
| B7 | .678 | | | | | | | |
| B6 | .628 | | | | .326 | | | |
| B21 | .469 | | | | | | | .323 |
| B25 | .435 | | | | | | | |
| B26 | | .715 | | | -.381 | | | |
| B2 | | .661 | | | | | | |
| B18 | | .487 | -.408 | | | | | |
| B9 | | .441 | | | | | | |
| B17 | | .369 | | | | | | |
| B4 | | .365 | | | | .313 | | |
| B16 | | | | | | | | |
| B24 | .362 | | .764 | | | | | |
| B1 | | | .720 | | | | | |
| B5 | | | .450 | | .434 | | | |
| B20 | | | -.375 | | | | | |
| B13 | | | | .729 | | | | |
| B11 | | | | .532 | | | | |
| B15 | | | | .523 | | | | |
| B8 | | .313 | -.327 | .521 | | | | |
| B3 | | | | | .841 | | | |
| B23 | | | | | | .839 | | |
| B10 | | | | | | | .774 | |
| B19 | | | | | | | | .614 |
| B14 | | | | | | | | .513 |
| B22 | | | | .415 | | | | |
| B12 | | | | | | | | |

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

**Rotated Factor Matrix[a]**

| | Factor | |
|---|---|---|
| | 9 | 10 |
| B27 | | |
| B7 | | |
| B6 | | |
| B21 | | |
| B25 | -.365 | |
| B26 | | |
| B2 | | |
| B18 | | |
| B9 | | |
| B17 | .308 | |
| B4 | | |
| B16 | | |
| B24 | | |
| B1 | | |
| B5 | | .438 |
| B20 | | |
| B13 | | |
| B11 | | |
| B15 | | |
| B8 | | |
| B3 | | |
| B23 | | |
| B10 | | |
| B19 | | |
| B14 | | |
| B22 | .776 | |
| B12 | | .627 |

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 16 iterations

**Factor Transformation Matrix**

| Factor | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|
| 1 | -.442 | .399 | -.473 | .364 | -.284 | .260 | .244 |
| 2 | .669 | .442 | .212 | .370 | .223 | .205 | .194 |
| 3 | -.145 | -.549 | .335 | .669 | -.018 | .080 | .043 |
| 4 | .143 | -.285 | -.608 | .111 | .392 | -.187 | -.010 |
| 5 | -.464 | .073 | .297 | -.024 | .562 | -.061 | .485 |
| 6 | .033 | .213 | -.047 | -.070 | .012 | -.286 | .441 |
| 7 | -.076 | .259 | .080 | .277 | -.010 | -.835 | -.242 |
| 8 | -.062 | .129 | .235 | .133 | -.484 | -.074 | -.018 |
| 9 | .191 | -.156 | -.312 | .347 | -.058 | -.100 | .181 |
| 10 | -.231 | .321 | -.018 | .225 | .402 | .225 | -.616 |

Extraction Method: Principal Axis Factoring.
Rotation Method: Varimax with Kaiser Normalization.

**Factor Transformation Matrix**

| Factor | 8 | 9 | 10 |
|---|---|---|---|
| 1 | .090 | .267 | -.051 |
| 2 | .168 | .127 | .030 |
| 3 | -.193 | .222 | .151 |
| 4 | .320 | .025 | .474 |
| 5 | .285 | -.216 | -.090 |
| 6 | -.694 | -.047 | .431 |
| 7 | .102 | .204 | -.189 |
| 8 | .372 | -.515 | .514 |
| 9 | -.154 | -.646 | -.483 |
| 10 | -.299 | -.299 | .148 |

xtraction Method: Principal Axis Factoring.
otation Method: Varimax with Kaiser Normalization.

# *Perspectives on the Pastoral Selection Process*

The aim of this research is to gain a greater understanding of the Conference administration's, executive committee member's and church member's perspectives of the pastoral selection process.

Remember, there are no wrong or right answers! This is to gain your perspective – how you see things. Return of this questionnaire indicates your consent to participate in this study.

SECTION A:

OPEN QUESTIONS

1. Please describe what you consider to be the strengths of the current pastoral selection process.

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2. Please describe what you consider to be the weakness of the current pastoral selection process.

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3. Please describe what you consider would improve the current pastoral selection process.

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4. What barriers, if any, do you see to implementing improvements to your current pastoral selection process?

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5. Please comment on your view of the overall effectiveness of the current pastoral selection process.

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6. Please comment on the concept of the "call of God" as you believe it relates to the selection of pastors.

7. In your view what individual or group should have the most influence in the pastoral selection process?

8. In your view what information should be available to those selecting pastors?

9. In your view what should be the criteria upon which the pastoral selection decision is based?

10. Please make any additional comments here that you wish to make on the pastoral selection process.

# Appendix 4

# Demographic Analysis

# Demographic C1 - Where the respondent lives

**Descriptives**

| | | N | Mean | Std. Deviation | Std. Error |
|---|---|---|---|---|---|
| Spiritual Dimension of Selection | Major Metropolitan City | 47 | 1.5319 | .6709 | 9.785E-02 |
| | Rural City | 16 | 1.4063 | .4905 | .1226 |
| | Rural Township | 15 | 1.4333 | .8423 | .2175 |
| | Farm/Property | 9 | 1.2222 | .3632 | .1211 |
| | Total | 87 | 1.4598 | .6480 | 6.947E-02 |
| Conference Administration & Executive Influence | Major Metropolitan City | 45 | 1.9037 | .5887 | 8.776E-02 |
| | Rural City | 15 | 1.9333 | .5071 | .1309 |
| | Rural Township | 13 | 1.6154 | .4482 | .1243 |
| | Farm/Property | 8 | 2.0000 | .3563 | .1260 |
| | Total | 81 | 1.8724 | .5389 | 5.988E-02 |
| Union or Division Influence | Major Metropolitan City | 48 | 2.1042 | 1.0766 | .1554 |
| | Rural City | 16 | 1.6875 | 1.0782 | .2695 |
| | Rural Township | 14 | 2.2857 | 1.2666 | .3385 |
| | Farm/Property | 9 | 1.8889 | .9280 | .3093 |
| | Total | 87 | 2.0345 | 1.0938 | .1173 |
| Local Church/Pastor Influence | Major Metropolitan City | 46 | 2.0109 | .6190 | 9.127E-02 |
| | Rural City | 15 | 1.6667 | .4082 | .1054 |
| | Rural Township | 15 | 2.0667 | .9232 | .2384 |
| | Farm/Property | 9 | 2.0000 | .5590 | .1863 |
| | Total | 85 | 1.9588 | .6511 | 7.062E-02 |
| Financial Influence | Major Metropolitan City | 47 | 2.2553 | 1.0928 | .1594 |
| | Rural City | 15 | 1.9333 | 1.0328 | .2667 |
| | Rural Township | 15 | 2.8667 | .6399 | .1652 |
| | Farm/Property | 9 | 2.3333 | .8660 | .2887 |
| | Total | 86 | 2.3140 | 1.0205 | .1100 |
| Matching of Pastors/Churches | Major Metropolitan City | 43 | 2.0698 | .5437 | 8.291E-02 |
| | Rural City | 14 | 2.3571 | .6180 | .1652 |
| | Rural Township | 15 | 1.8333 | .6455 | .1667 |
| | Farm/Property | 9 | 2.1111 | .5743 | .1914 |
| | Total | 81 | 2.0802 | .5901 | 6.556E-02 |
| Adequate Information Available | Major Metropolitan City | 47 | 2.8511 | .9550 | .1393 |
| | Rural City | 16 | 2.7500 | .9309 | .2327 |
| | Rural Township | 15 | 2.7333 | 1.0328 | .2667 |
| | Farm/Property | 9 | 2.8889 | 1.2693 | .4231 |
| | Total | 87 | 2.8161 | .9827 | .1054 |
| Additional Information Would Be Helpful | Major Metropolitan City | 46 | 1.7554 | .5809 | 8.565E-02 |
| | Rural City | 14 | 1.5536 | .4181 | .1117 |
| | Rural Township | 14 | 1.6964 | .5205 | .1391 |
| | Farm/Property | 8 | 1.4688 | .4519 | .1598 |
| | Total | 82 | 1.6829 | .5358 | 5.917E-02 |
| We Rely On Second Hand Information | Major Metropolitan City | 48 | 2.0417 | 1.0510 | .1517 |
| | Rural City | 16 | 1.7500 | 1.0000 | .2500 |
| | Rural Township | 15 | 1.8667 | .8338 | .2153 |
| | Farm/Property | 9 | 1.5556 | .8819 | .2940 |
| | Total | 88 | 1.9091 | .9900 | .1055 |
| We Evaluate Our Decisions | Major Metropolitan City | 48 | 2.5208 | 1.3836 | .1997 |
| | Rural City | 15 | 2.0667 | 1.3870 | .3581 |
| | Rural Township | 15 | 2.6667 | .8165 | .2108 |
| | Farm/Property | 9 | 2.8889 | 1.1667 | .3889 |
| | Total | 87 | 2.5057 | 1.2838 | .1376 |

Demographic C1

**Descriptives**

| | | N | Mean | Std. Deviation | Std. Error |
|---|---|---|---|---|---|
| We Make Right Decisions | Major Metropolitan City | 46 | 2.3261 | 1.0965 | .1617 |
| | Rural City | 16 | 1.7500 | 1.0000 | .2500 |
| | Rural Township | 15 | 2.2000 | 1.0823 | .2795 |
| | Farm/Property | 9 | 2.2222 | .8333 | .2778 |
| | Total | 86 | 2.1860 | 1.0573 | .1140 |
| We Consider Other Effects of Our Decisions | Major Metropolitan City | 47 | 1.8298 | .7244 | .1057 |
| | Rural City | 16 | 1.9375 | .4787 | .1197 |
| | Rural Township | 15 | 1.8333 | .6726 | .1737 |
| | Farm/Property | 9 | 2.1111 | .6509 | .2170 |
| | Total | 87 | 1.8793 | .6646 | 7.125E-02 |
| We Value Protocol | Major Metropolitan City | 46 | 1.6522 | .9653 | .1423 |
| | Rural City | 16 | 1.8750 | 1.0878 | .2720 |
| | Rural Township | 15 | 1.8667 | .7188 | .1856 |
| | Farm/Property | 9 | 1.5556 | .7683 | .2561 |
| | Total | 86 | 1.7209 | .9255 | 9.980E-02 |

**ANOVA**

| | | F | Sig. |
|---|---|---|---|
| Spiritual Dimension of Selection | Between Groups<br>Within Groups<br>Total | .634 | .595 |
| Conference Administration & Executive Influence | Between Groups<br>Within Groups<br>Total | 1.262 | .293 |
| Union or Division Influence | Between Groups<br>Within Groups<br>Total | .898 | .446 |
| Local Church/Pastor Influence | Between Groups<br>Within Groups<br>Total | 1.266 | .292 |
| Financial Influence | Between Groups<br>Within Groups<br>Total | 2.318 | .082 |
| Matching of Pastors/Churches | Between Groups<br>Within Groups<br>Total | 1.987 | .123 |
| Adequate Information Available | Between Groups<br>Within Groups<br>Total | .093 | .964 |
| Additional Information Would Be Helpful | Between Groups<br>Within Groups<br>Total | .981 | .406 |
| We Rely On Second Hand Information | Between Groups<br>Within Groups<br>Total | .811 | .491 |
| We Evaluate Our Decisions | Between Groups<br>Within Groups<br>Total | .931 | .430 |
| We Make Right Decisions | Between Groups<br>Within Groups<br>Total | 1.188 | .319 |
| We Consider Other Effects of Our Decisions | Between Groups<br>Within Groups<br>Total | .508 | .678 |
| We Value Protocol | Between Groups<br>Within Groups<br>Total | .443 | .723 |

# Demographic C2 - Size of Church Attended

**ANOVA**

| | | Sum of Squares | df | Mean Square |
|---|---|---|---|---|
| Spiritual Dimension of Selection | Between Groups | .173 | 3 | 5.769E-02 |
| | Within Groups | 33.002 | 79 | .418 |
| | Total | 33.175 | 82 | |
| Conference Administration & Executive Influence | Between Groups | .659 | 3 | .220 |
| | Within Groups | 21.176 | 73 | .290 |
| | Total | 21.835 | 76 | |
| Union or Division Influence | Between Groups | 2.057 | 3 | .686 |
| | Within Groups | 93.895 | 79 | 1.189 |
| | Total | 95.952 | 82 | |
| Local Church/Pastor Influence | Between Groups | .543 | 3 | .181 |
| | Within Groups | 34.762 | 78 | .446 |
| | Total | 35.305 | 81 | |
| Financial Influence | Between Groups | .114 | 3 | 3.809E-02 |
| | Within Groups | 76.861 | 78 | .985 |
| | Total | 76.976 | 81 | |
| Matching of Pastors/Churches | Between Groups | .269 | 3 | 8.955E-02 |
| | Within Groups | 26.411 | 74 | .357 |
| | Total | 26.679 | 77 | |
| Adequate Information Available | Between Groups | 14.470 | 3 | 4.823 |
| | Within Groups | 59.795 | 79 | .757 |
| | Total | 74.265 | 82 | |
| Additional Information Would Be Helpful | Between Groups | .994 | 3 | .331 |
| | Within Groups | 20.465 | 74 | .277 |
| | Total | 21.459 | 77 | |
| We Rely On Second Hand Information | Between Groups | 10.144 | 3 | 3.381 |
| | Within Groups | 69.094 | 80 | .864 |
| | Total | 79.238 | 83 | |
| We Evaluate Our Decisions | Between Groups | 5.120 | 3 | 1.707 |
| | Within Groups | 127.602 | 79 | 1.615 |
| | Total | 132.723 | 82 | |
| We Make Right Decisions | Between Groups | 1.435 | 3 | .478 |
| | Within Groups | 87.215 | 79 | 1.104 |
| | Total | 88.651 | 82 | |
| We Consider Other Effects of Our Decisions | Between Groups | .158 | 3 | 5.264E-02 |
| | Within Groups | 35.866 | 79 | .454 |
| | Total | 36.024 | 82 | |
| We Value Protocol | Between Groups | 1.195 | 3 | .398 |
| | Within Groups | 65.927 | 78 | .845 |
| | Total | 67.122 | 81 | |

**ANOVA**

| | | F | Sig. |
|---|---|---|---|
| Spiritual Dimension of Selection | Between Groups | .138 | .937 |
| | Within Groups | | |
| | Total | | |
| Conference Administration & Executive Influence | Between Groups | .757 | .522 |
| | Within Groups | | |
| | Total | | |
| Union or Division Influence | Between Groups | .577 | .632 |
| | Within Groups | | |
| | Total | | |
| Local Church/Pastor Influence | Between Groups | .406 | .749 |
| | Within Groups | | |
| | Total | | |
| Financial Influence | Between Groups | .039 | .990 |
| | Within Groups | | |
| | Total | | |
| Matching of Pastors/Churches | Between Groups | .251 | .860 |
| | Within Groups | | |
| | Total | | |
| Adequate Information Available | Between Groups | 6.372 | .001 |
| | Within Groups | | |
| | Total | | |
| Additional Information Would Be Helpful | Between Groups | 1.198 | .317 |
| | Within Groups | | |
| | Total | | |
| We Rely On Second Hand Information | Between Groups | 3.915 | .012 |
| | Within Groups | | |
| | Total | | |
| We Evaluate Our Decisions | Between Groups | 1.057 | .372 |
| | Within Groups | | |
| | Total | | |
| We Make Right Decisions | Between Groups | .433 | .730 |
| | Within Groups | | |
| | Total | | |
| We Consider Other Effects of Our Decisions | Between Groups | .116 | .951 |
| | Within Groups | | |
| | Total | | |
| We Value Protocol | Between Groups | .471 | .703 |
| | Within Groups | | |
| | Total | | |

## Post Hoc Tests

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Size of Church Attended | (J) Size of Church Attended | Mean Difference (I-J) | Std. Error | Sig. |
|---|---|---|---|---|---|
| Spiritual Dimension of Selection | less than 20 | 21-50 people | .1250 | .4172 | .993 |
| | | 51-100 people | -2.1739E-02 | .3967 | 1.000 |
| | | 100+ people | 3.333E-02 | .3854 | 1.000 |
| | 21-50 people | less than 20 | -.1250 | .4172 | .993 |
| | | 51-100 people | -.1467 | .2302 | .939 |
| | | 100+ people | -9.1667E-02 | .2100 | .979 |
| | 51-100 people | less than 20 | 2.174E-02 | .3967 | 1.000 |
| | | 21-50 people | .1467 | .2302 | .939 |
| | | 100+ people | 5.507E-02 | .1657 | .990 |
| | 100+ people | less than 20 | -3.3333E-02 | .3854 | 1.000 |
| | | 21-50 people | 9.167E-02 | .2100 | .979 |
| | | 51-100 people | -5.5072E-02 | .1657 | .990 |
| Conference Administration & Executive Influence | less than 20 | 21-50 people | -3.3333E-02 | .3545 | 1.000 |
| | | 51-100 people | -.2857 | .3324 | .864 |
| | | 100+ people | -.2636 | .3216 | .880 |
| | 21-50 people | less than 20 | 3.333E-02 | .3545 | 1.000 |
| | | 51-100 people | -.2524 | .2069 | .686 |
| | | 100+ people | -.2302 | .1891 | .687 |
| | 51-100 people | less than 20 | .2857 | .3324 | .864 |
| | | 21-50 people | .2524 | .2069 | .686 |
| | | 100+ people | 2.215E-02 | .1434 | .999 |
| | 100+ people | less than 20 | .2636 | .3216 | .880 |
| | | 21-50 people | .2302 | .1891 | .687 |
| | | 51-100 people | -2.2148E-02 | .1434 | .999 |
| Union or Division Influence | less than 20 | 21-50 people | -.9167 | .7037 | .639 |
| | | 51-100 people | -.6667 | .6710 | .804 |
| | | 100+ people | -.6884 | .6496 | .772 |
| | 21-50 people | less than 20 | .9167 | .7037 | .639 |
| | | 51-100 people | .2500 | .3912 | .938 |
| | | 100+ people | .2283 | .3534 | .936 |
| | 51-100 people | less than 20 | .6667 | .6710 | .804 |
| | | 21-50 people | -.2500 | .3912 | .938 |
| | | 100+ people | -2.1739E-02 | .2826 | 1.000 |
| | 100+ people | less than 20 | .6884 | .6496 | .772 |
| | | 21-50 people | -.2283 | .3534 | .936 |
| | | 51-100 people | 2.174E-02 | .2826 | 1.000 |
| Local Church/Pastor Influence | less than 20 | 21-50 people | -4.5455E-02 | .4348 | 1.000 |
| | | 51-100 people | -4.3478E-02 | .4098 | 1.000 |
| | | 100+ people | .1222 | .3981 | .992 |
| | 21-50 people | less than 20 | 4.545E-02 | .4348 | 1.000 |
| | | 51-100 people | 1.976E-03 | .2447 | 1.000 |
| | | 100+ people | .1677 | .2245 | .906 |
| | 51-100 people | less than 20 | 4.348E-02 | .4098 | 1.000 |
| | | 21-50 people | -1.9763E-03 | .2447 | 1.000 |
| | | 100+ people | .1657 | .1711 | .816 |
| | 100+ people | less than 20 | -.1222 | .3981 | .992 |
| | | 21-50 people | -.1677 | .2245 | .906 |
| | | 51-100 people | -.1657 | .1711 | .816 |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Size of Church Attended | (J) Size of Church Attended | Mean Difference (I-J) | Std. Error | Sig. |
|---|---|---|---|---|---|
| Financial Influence | less than 20 | 21-50 people | 8.333E-02 | .6408 | .999 |
| | | 51-100 people | -1.4493E-02 | .6094 | 1.000 |
| | | 100+ people | 6.061E-02 | .5923 | 1.000 |
| | 21-50 people | less than 20 | -8.3333E-02 | .6408 | .999 |
| | | 51-100 people | -9.7826E-02 | .3535 | .994 |
| | | 100+ people | -2.2727E-02 | .3233 | 1.000 |
| | 51-100 people | less than 20 | 1.449E-02 | .6094 | 1.000 |
| | | 21-50 people | 9.783E-02 | .3535 | .994 |
| | | 100+ people | 7.510E-02 | .2554 | .993 |
| | 100+ people | less than 20 | -6.0606E-02 | .5923 | 1.000 |
| | | 21-50 people | 2.273E-02 | .3233 | 1.000 |
| | | 51-100 people | -7.5099E-02 | .2554 | .993 |
| Matching of Pastors/Churches | less than 20 | 21-50 people | -.2045 | .3891 | .964 |
| | | 51-100 people | -.1477 | .3677 | .983 |
| | | 100+ people | -5.9524E-02 | .3570 | .999 |
| | 21-50 people | less than 20 | .2045 | .3891 | .964 |
| | | 51-100 people | 5.682E-02 | .2206 | .996 |
| | | 100+ people | .1450 | .2023 | .916 |
| | 51-100 people | less than 20 | .1477 | .3677 | .983 |
| | | 21-50 people | -5.6818E-02 | .2206 | .996 |
| | | 100+ people | 8.820E-02 | .1572 | .957 |
| | 100+ people | less than 20 | 5.952E-02 | .3570 | .999 |
| | | 21-50 people | -.1450 | .2023 | .916 |
| | | 51-100 people | -8.8203E-02 | .1572 | .957 |
| Adequate Information Available | less than 20 | 21-50 people | .6667 | .5616 | .704 |
| | | 51-100 people | -.6812 | .5340 | .655 |
| | | 100+ people | -.1778 | .5188 | .990 |
| | 21-50 people | less than 20 | -.6667 | .5616 | .704 |
| | | 51-100 people | -1.3478* | .3098 | .001 |
| | | 100+ people | -.8444* | .2827 | .037 |
| | 51-100 people | less than 20 | .6812 | .5340 | .655 |
| | | 21-50 people | 1.3478* | .3098 | .001 |
| | | 100+ people | .5034 | .2230 | .174 |
| | 100+ people | less than 20 | .1778 | .5188 | .990 |
| | | 21-50 people | .8444* | .2827 | .037 |
| | | 51-100 people | -.5034 | .2230 | .174 |
| Additional Information Would Be Helpful | less than 20 | 21-50 people | -.2333 | .3462 | .928 |
| | | 51-100 people | .1417 | .3256 | .979 |
| | | 100+ people | -3.8889E-02 | .3136 | .999 |
| | 21-50 people | less than 20 | .2333 | .3462 | .928 |
| | | 51-100 people | .3750 | .2037 | .343 |
| | | 100+ people | .1944 | .1839 | .773 |
| | 51-100 people | less than 20 | -.1417 | .3256 | .979 |
| | | 21-50 people | -.3750 | .2037 | .343 |
| | | 100+ people | -.1806 | .1413 | .654 |
| | 100+ people | less than 20 | 3.889E-02 | .3136 | .999 |
| | | 21-50 people | -.1944 | .1839 | .773 |
| | | 51-100 people | .1806 | .1413 | .654 |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Size of Church Attended | (J) Size of Church Attended | Mean Difference (I-J) | Std. Error | Sig. |
|---|---|---|---|---|---|
| We Rely On Second Hand Information | less than 20 | 21-50 people | -1.3333 | .5999 | .185 |
| | | 51-100 people | -1.4928 | .5705 | .085 |
| | | 100+ people | -1.7754* | .5538 | .021 |
| | 21-50 people | less than 20 | 1.3333 | .5999 | .185 |
| | | 51-100 people | -.1594 | .3309 | .972 |
| | | 100+ people | -.4420 | .3012 | .544 |
| | 51-100 people | less than 20 | 1.4928 | .5705 | .085 |
| | | 21-50 people | .1594 | .3309 | .972 |
| | | 100+ people | -.2826 | .2373 | .702 |
| | 100+ people | less than 20 | 1.7754* | .5538 | .021 |
| | | 21-50 people | .4420 | .3012 | .544 |
| | | 51-100 people | .2826 | .2373 | .702 |
| We Evaluate Our Decisions | less than 20 | 21-50 people | .9167 | .8204 | .742 |
| | | 51-100 people | .1818 | .7822 | .997 |
| | | 100+ people | .5435 | .7573 | .915 |
| | 21-50 people | less than 20 | -.9167 | .8204 | .742 |
| | | 51-100 people | -.7348 | .4561 | .463 |
| | | 100+ people | -.3732 | .4120 | .844 |
| | 51-100 people | less than 20 | -.1818 | .7822 | .997 |
| | | 21-50 people | .7348 | .4561 | .463 |
| | | 100+ people | .3617 | .3294 | .752 |
| | 100+ people | less than 20 | -.5435 | .7573 | .915 |
| | | 21-50 people | .3732 | .4120 | .844 |
| | | 51-100 people | -.3617 | .3294 | .752 |
| We Make Right Decisions | less than 20 | 21-50 people | .6667 | .6782 | .809 |
| | | 51-100 people | .4928 | .6450 | .900 |
| | | 100+ people | .3778 | .6265 | .947 |
| | 21-50 people | less than 20 | -.6667 | .6782 | .809 |
| | | 51-100 people | -.1739 | .3742 | .975 |
| | | 100+ people | -.2889 | .3414 | .869 |
| | 51-100 people | less than 20 | -.4928 | .6450 | .900 |
| | | 21-50 people | .1739 | .3742 | .975 |
| | | 100+ people | -.1150 | .2693 | .980 |
| | 100+ people | less than 20 | -.3778 | .6265 | .947 |
| | | 21-50 people | .2889 | .3414 | .869 |
| | | 51-100 people | .1150 | .2693 | .980 |
| We Consider Other Effects of Our Decisions | less than 20 | 21-50 people | 4.167E-02 | .4349 | 1.000 |
| | | 51-100 people | -7.5758E-02 | .4147 | .998 |
| | | 100+ people | -7.9710E-02 | .4015 | .998 |
| | 21-50 people | less than 20 | -4.1667E-02 | .4349 | 1.000 |
| | | 51-100 people | -.1174 | .2418 | .971 |
| | | 100+ people | -.1214 | .2184 | .958 |
| | 51-100 people | less than 20 | 7.576E-02 | .4147 | .998 |
| | | 21-50 people | .1174 | .2418 | .971 |
| | | 100+ people | -3.9526E-03 | .1747 | 1.000 |
| | 100+ people | less than 20 | 7.971E-02 | .4015 | .998 |
| | | 21-50 people | .1214 | .2184 | .958 |
| | | 51-100 people | 3.953E-03 | .1747 | 1.000 |

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Size of Church Attended | (J) Size of Church Attended | Mean Difference (I-J) | Std. Error | Sig. |
|---|---|---|---|---|---|
| We Value Protocol | less than 20 | 21-50 people | -.5000 | .5934 | .871 |
| | | 51-100 people | -.5942 | .5643 | .775 |
| | | 100+ people | -.6288 | .5486 | .726 |
| | 21-50 people | less than 20 | .5000 | .5934 | .871 |
| | | 51-100 people | -9.4203E-02 | .3274 | .994 |
| | | 100+ people | -.1288 | .2994 | .980 |
| | 51-100 people | less than 20 | .5942 | .5643 | .775 |
| | | 21-50 people | 9.420E-02 | .3274 | .994 |
| | | 100+ people | -3.4585E-02 | .2366 | .999 |
| | 100+ people | less than 20 | .6288 | .5486 | .726 |
| | | 21-50 people | .1288 | .2994 | .980 |
| | | 51-100 people | 3.458E-02 | .2366 | .999 |

**Descriptives**

| | | N | Mean | Std. Deviation | Std. Error |
|---|---|---|---|---|---|
| Spiritual Dimension of Selection | less than 20 | 3 | 1.5000 | 1.5000 | .8660 |
| | 21-50 people | 12 | 1.3750 | .4827 | .1393 |
| | 51-100 people | 23 | 1.5217 | .7459 | .1555 |
| | 100+ people | 45 | 1.4667 | .5580 | 8.318E-02 |
| | Total | 83 | 1.4699 | .6361 | 6.982E-02 |
| Conference Administration & Executive Influence | less than 20 | 3 | 1.6667 | .5774 | .3333 |
| | 21-50 people | 10 | 1.7000 | .6564 | .2076 |
| | 51-100 people | 21 | 1.9524 | .4121 | 8.993E-02 |
| | 100+ people | 43 | 1.9302 | .5614 | 8.561E-02 |
| | Total | 77 | 1.8961 | .5360 | 6.108E-02 |
| Union or Division Influence | less than 20 | 3 | 1.3333 | 1.1547 | .6667 |
| | 21-50 people | 12 | 2.2500 | 1.2154 | .3509 |
| | 51-100 people | 22 | 2.0000 | 1.1127 | .2372 |
| | 100+ people | 46 | 2.0217 | 1.0433 | .1538 |
| | Total | 83 | 2.0241 | 1.0817 | .1187 |
| Local Church/Pastor Influence | less than 20 | 3 | 2.0000 | .0000 | .0000 |
| | 21-50 people | 11 | 2.0455 | 1.0357 | .3123 |
| | 51-100 people | 23 | 2.0435 | .5623 | .1173 |
| | 100+ people | 45 | 1.8778 | .6230 | 9.287E-02 |
| | Total | 82 | 1.9512 | .6602 | 7.291E-02 |
| Financial Influence | less than 20 | 3 | 2.3333 | .5774 | .3333 |
| | 21-50 people | 12 | 2.2500 | .8660 | .2500 |
| | 51-100 people | 23 | 2.3478 | 1.1524 | .2403 |
| | 100+ people | 44 | 2.2727 | .9490 | .1431 |
| | Total | 82 | 2.2927 | .9748 | .1077 |
| Matching of Pastors/Churches | less than 20 | 3 | 2.0000 | .5000 | .2887 |
| | 21-50 people | 11 | 2.2045 | .6002 | .1810 |
| | 51-100 people | 22 | 2.1477 | .5807 | .1238 |
| | 100+ people | 42 | 2.0595 | .6094 | 9.403E-02 |
| | Total | 78 | 2.1026 | .5886 | 6.665E-02 |
| Adequate Information Available | less than 20 | 3 | 2.6667 | .5774 | .3333 |
| | 21-50 people | 12 | 2.0000 | 1.2792 | .3693 |
| | 51-100 people | 23 | 3.3478 | .7141 | .1489 |
| | 100+ people | 45 | 2.8444 | .8245 | .1229 |
| | Total | 83 | 2.8554 | .9517 | .1045 |
| Additional Information Would Be Helpful | less than 20 | 3 | 1.6667 | .3819 | .2205 |
| | 21-50 people | 10 | 1.9000 | .5798 | .1833 |
| | 51-100 people | 20 | 1.5250 | .4860 | .1087 |
| | 100+ people | 45 | 1.7056 | .5364 | 7.997E-02 |
| | Total | 78 | 1.6827 | .5279 | 5.977E-02 |
| We Rely On Second Hand Information | less than 20 | 3 | .3333 | .5774 | .3333 |
| | 21-50 people | 12 | 1.6667 | 1.0731 | .3098 |
| | 51-100 people | 23 | 1.8261 | .8341 | .1739 |
| | 100+ people | 46 | 2.1087 | .9482 | .1398 |
| | Total | 84 | 1.9048 | .9771 | .1066 |
| We Evaluate Our Decisions | less than 20 | 3 | 3.0000 | .0000 | .0000 |
| | 21-50 people | 12 | 2.0833 | .9962 | .2876 |
| | 51-100 people | 22 | 2.8182 | 1.3675 | .2916 |
| | 100+ people | 46 | 2.4565 | 1.3116 | .1934 |
| | Total | 83 | 2.5181 | 1.2722 | .1396 |

**Descriptives**

| | | N | Mean | Std. Deviation | Std. Error |
|---|---|---|---|---|---|
| We Make Right Decisions | less than 20 | 3 | 2.6667 | .5774 | .3333 |
| | 21-50 people | 12 | 2.0000 | 1.2060 | .3482 |
| | 51-100 people | 23 | 2.1739 | .9841 | .2052 |
| | 100+ people | 45 | 2.2889 | 1.0579 | .1577 |
| | Total | 83 | 2.2289 | 1.0398 | .1141 |
| We Consider Other Effects of Our Decisions | less than 20 | 3 | 1.8333 | 1.2583 | .7265 |
| | 21-50 people | 12 | 1.7917 | .8107 | .2340 |
| | 51-100 people | 22 | 1.9091 | .5903 | .1259 |
| | 100+ people | 46 | 1.9130 | .6351 | 9.364E-02 |
| | Total | 83 | 1.8916 | .6628 | 7.275E-02 |
| We Value Protocol | less than 20 | 3 | 1.1667 | 1.0408 | .6009 |
| | 21-50 people | 12 | 1.6667 | .8072 | .2330 |
| | 51-100 people | 23 | 1.7609 | .9871 | .2058 |
| | 100+ people | 44 | 1.7955 | .9042 | .1363 |
| | Total | 82 | 1.7439 | .9103 | .1005 |

# Demographic C3 - Location of Church Attended

Demographic C3

**Descriptives**

| | | N | Mean | Std. Deviation | Std. Error |
|---|---|---|---|---|---|
| Spiritual Dimension of Selection | Major Metropolitan City | 44 | 1.5341 | .6138 | 9.253E-02 |
| | Rural City | 19 | 1.3684 | .4360 | .1000 |
| | Rural Township | 21 | 1.4524 | .8201 | .1790 |
| | Total | 84 | 1.4762 | .6349 | 6.927E-02 |
| Conference Administration & Executive Influence | Major Metropolitan City | 42 | 1.9683 | .5500 | 8.487E-02 |
| | Rural City | 18 | 2.0000 | .4984 | .1175 |
| | Rural Township | 18 | 1.6296 | .4557 | .1074 |
| | Total | 78 | 1.8974 | .5327 | 6.031E-02 |
| Union or Division Influence | Major Metropolitan City | 45 | 2.2222 | .9744 | .1453 |
| | Rural City | 19 | 1.6842 | 1.1082 | .2542 |
| | Rural Township | 20 | 1.9500 | 1.2344 | .2760 |
| | Total | 84 | 2.0357 | 1.0805 | .1179 |
| Local Church/Pastor Influence | Major Metropolitan City | 44 | 2.0455 | .6177 | 9.313E-02 |
| | Rural City | 18 | 1.6944 | .3888 | 9.163E-02 |
| | Rural Township | 21 | 1.9762 | .8584 | .1873 |
| | Total | 83 | 1.9518 | .6562 | 7.203E-02 |
| Financial Influence | Major Metropolitan City | 44 | 2.2273 | 1.0084 | .1520 |
| | Rural City | 18 | 2.0556 | 1.0556 | .2488 |
| | Rural Township | 21 | 2.6667 | .7303 | .1594 |
| | Total | 83 | 2.3012 | .9720 | .1067 |
| Matching of Pastors/Churches | Major Metropolitan City | 41 | 2.0549 | .5604 | 8.753E-02 |
| | Rural City | 17 | 2.2353 | .6341 | .1538 |
| | Rural Township | 21 | 2.0595 | .6170 | .1346 |
| | Total | 79 | 2.0949 | .5888 | 6.624E-02 |
| Adequate Information Available | Major Metropolitan City | 44 | 2.9091 | .8017 | .1209 |
| | Rural City | 19 | 2.8947 | .9366 | .2149 |
| | Rural Township | 21 | 2.7143 | 1.2306 | .2685 |
| | Total | 84 | 2.8571 | .9460 | .1032 |
| Additional Information Would Be Helpful | Major Metropolitan City | 43 | 1.7674 | .5574 | 8.500E-02 |
| | Rural City | 17 | 1.5441 | .4351 | .1055 |
| | Rural Township | 19 | 1.6184 | .5094 | .1169 |
| | Total | 79 | 1.6835 | .5246 | 5.902E-02 |
| We Rely On Second Hand Information | Major Metropolitan City | 45 | 2.1111 | .9822 | .1464 |
| | Rural City | 19 | 1.8421 | 1.0145 | .2327 |
| | Rural Township | 21 | 1.5714 | .8701 | .1899 |
| | Total | 85 | 1.9176 | .9785 | .1061 |
| We Evaluate Our Decisions | Major Metropolitan City | 45 | 2.5556 | 1.3065 | .1948 |
| | Rural City | 18 | 2.2222 | 1.3528 | .3189 |
| | Rural Township | 21 | 2.7143 | 1.1019 | .2405 |
| | Total | 84 | 2.5238 | 1.2656 | .1381 |
| We Make Right Decisions | Major Metropolitan City | 43 | 2.3488 | .9731 | .1484 |
| | Rural City | 19 | 2.0000 | 1.1055 | .2536 |
| | Rural Township | 21 | 2.1905 | 1.1233 | .2451 |
| | Total | 83 | 2.2289 | 1.0398 | .1141 |
| We Consider Other Effects of Our Decisions | Major Metropolitan City | 44 | 1.9318 | .6699 | .1010 |
| | Rural City | 19 | 1.9211 | .4492 | .1030 |
| | Rural Township | 21 | 1.8095 | .8136 | .1775 |
| | Total | 84 | 1.8988 | .6621 | 7.225E-02 |

Demographic C3

**Descriptives**

| | | N | Mean | Std. Deviation | Std. Error |
|---|---|---|---|---|---|
| We Value Protocol | Major Metropolitan City | 43 | 1.7093 | .8946 | .1364 |
| | Rural City | 19 | 2.0000 | 1.1180 | .2565 |
| | Rural Township | 21 | 1.6429 | .7440 | .1624 |
| | Total | 83 | 1.7590 | .9152 | .1005 |

Demographic C3

**ANOVA**

| | | F | Sig. |
|---|---|---|---|
| Spiritual Dimension of Selection | Between Groups<br>Within Groups<br>Total | .465 | .630 |
| Conference Administration & Executive Influence | Between Groups<br>Within Groups<br>Total | 3.146 | .049 |
| Union or Division Influence | Between Groups<br>Within Groups<br>Total | 1.771 | .177 |
| Local Church/Pastor Influence | Between Groups<br>Within Groups<br>Total | 1.887 | .158 |
| Financial Influence | Between Groups<br>Within Groups<br>Total | 2.253 | .112 |
| Matching of Pastors/Churches | Between Groups<br>Within Groups<br>Total | .610 | .546 |
| Adequate Information Available | Between Groups<br>Within Groups<br>Total | .315 | .730 |
| Additional Information Would Be Helpful | Between Groups<br>Within Groups<br>Total | 1.307 | .277 |
| We Rely On Second Hand Information | Between Groups<br>Within Groups<br>Total | 2.322 | .105 |
| We Evaluate Our Decisions | Between Groups<br>Within Groups<br>Total | .759 | .472 |
| We Make Right Decisions | Between Groups<br>Within Groups<br>Total | .756 | .473 |
| We Consider Other Effects of Our Decisions | Between Groups<br>Within Groups<br>Total | .252 | .778 |
| We Value Protocol | Between Groups<br>Within Groups<br>Total | .889 | .415 |

## Post Hoc Tests

Demographic C3

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Location of Church | (J) Location of Church | Sig. | 95% Confidence Interval Lower Bound |
|---|---|---|---|---|
| Spiritual Dimension of Selection | Major Metropolitan City | Rural City | .642 | -.2718 |
| | | Rural Township | .890 | -.3409 |
| | Rural City | Major Metropolitan City | .642 | -.6031 |
| | | Rural Township | .918 | -.5885 |
| | Rural Township | Major Metropolitan City | .890 | -.5043 |
| | | Rural City | .918 | -.4206 |
| Conference Administration & Executive Influence | Major Metropolitan City | Rural City | .977 | -.3965 |
| | | Rural Township | .075 | -2.6109E-02 |
| | Rural City | Major Metropolitan City | .977 | -.3330 |
| | | Rural Township | .108 | -6.1188E-02 |
| | Rural Township | Major Metropolitan City | .075 | -.7034 |
| | | Rural City | .108 | -.8019 |
| Union or Division Influence | Major Metropolitan City | Rural City | .192 | -.1924 |
| | | Rural Township | .641 | -.4452 |
| | Rural City | Major Metropolitan City | .192 | -1.2684 |
| | | Rural Township | .741 | -1.1210 |
| | Rural Township | Major Metropolitan City | .641 | -.9897 |
| | | Rural City | .741 | -.5895 |
| Local Church/Pastor Influence | Major Metropolitan City | Rural City | .161 | -.1021 |
| | | Rural Township | .922 | -.3602 |
| | Rural City | Major Metropolitan City | .161 | -.8041 |
| | | Rural Township | .406 | -.8019 |
| | Rural Township | Major Metropolitan City | .922 | -.4987 |
| | | Rural City | .406 | -.2384 |
| Financial Influence | Major Metropolitan City | Rural City | .815 | -.4965 |
| | | Rural Township | .230 | -1.0728 |
| | Rural City | Major Metropolitan City | .815 | -.8399 |
| | | Rural Township | .146 | -1.3782 |
| | Rural Township | Major Metropolitan City | .230 | -.1940 |
| | | Rural City | .146 | -.1560 |
| Matching of Pastors/Churches | Major Metropolitan City | Rural City | .574 | -.6066 |
| | | Rural Township | 1.000 | -.4011 |
| | Rural City | Major Metropolitan City | .574 | -.2458 |
| | | Rural Township | .662 | -.3062 |
| | Rural Township | Major Metropolitan City | 1.000 | -.3918 |
| | | Rural City | .662 | -.6578 |
| Adequate Information Available | Major Metropolitan City | Rural City | .998 | -.6387 |
| | | Rural Township | .744 | -.4361 |
| | Rural City | Major Metropolitan City | .998 | -.6674 |
| | | Rural Township | .837 | -.5728 |
| | Rural Township | Major Metropolitan City | .744 | -.8258 |
| | | Rural City | .837 | -.9337 |
| Additional Information Would Be Helpful | Major Metropolitan City | Rural City | .334 | -.1504 |
| | | Rural Township | .587 | -.2104 |
| | Rural City | Major Metropolitan City | .334 | -.5971 |
| | | Rural Township | .913 | -.5098 |
| | Rural Township | Major Metropolitan City | .587 | -.5084 |
| | | Rural City | .913 | -.3612 |

Demographic C3

**Multiple Comparisons**

Scheffe

| Dependent Variable | (I) Location of Church | (J) Location of Church | Sig. | 95% Confidence Interval Lower Bound |
|---|---|---|---|---|
| We Rely On Second Hand Information | Major Metropolitan City | Rural City | .596 | -.3882 |
| | | Rural Township | .112 | -9.5105E-02 |
| | Rural City | Major Metropolitan City | .596 | -.9262 |
| | | Rural Township | .676 | -.4899 |
| | Rural Township | Major Metropolitan City | .112 | -1.1745 |
| | | Rural City | .676 | -1.0312 |
| We Evaluate Our Decisions | Major Metropolitan City | Rural City | .643 | -.5494 |
| | | Rural Township | .894 | -.9953 |
| | Rural City | Major Metropolitan City | .643 | -1.2161 |
| | | Rural Township | .486 | -1.5088 |
| | Rural Township | Major Metropolitan City | .894 | -.6778 |
| | | Rural City | .486 | -.5247 |
| We Make Right Decisions | Major Metropolitan City | Rural City | .482 | -.3677 |
| | | Rural Township | .850 | -.5341 |
| | Rural City | Major Metropolitan City | .482 | -1.0654 |
| | | Rural Township | .847 | -1.0141 |
| | Rural Township | Major Metropolitan City | .850 | -.8509 |
| | | Rural City | .847 | -.6331 |
| We Consider Other Effects of Our Decisions | Major Metropolitan City | Rural City | .998 | -.4467 |
| | | Rural Township | .789 | -.3197 |
| | Rural City | Major Metropolitan City | .998 | -.4682 |
| | | Rural Township | .870 | -.4161 |
| | Rural Township | Major Metropolitan City | .789 | -.5642 |
| | | Rural City | .870 | -.6391 |
| We Value Protocol | Major Metropolitan City | Rural City | .518 | -.9204 |
| | | Rural Township | .964 | -.5421 |
| | Rural City | Major Metropolitan City | .518 | -.3390 |
| | | Rural Township | .472 | -.3666 |
| | Rural Township | Major Metropolitan City | .964 | -.6750 |
| | | Rural City | .472 | -1.0809 |