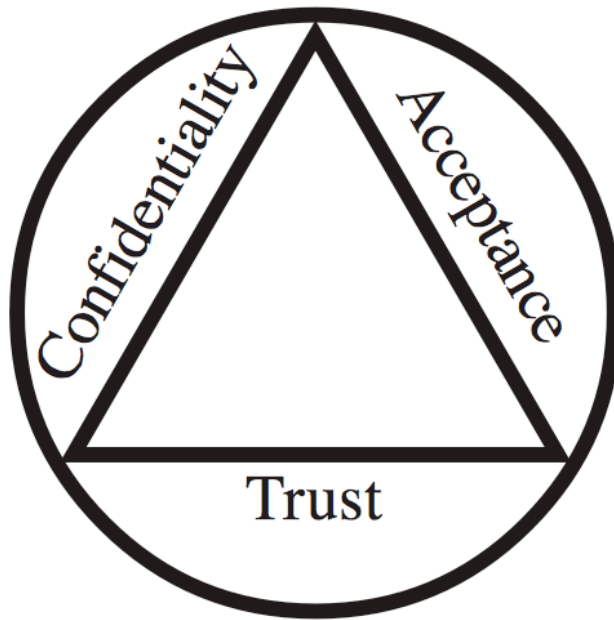


REVISED

# **GUIDELINES** **for the** **Pastoral** **Relations** **Committee**



(most recently revised, April 2008)

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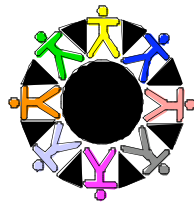
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## INTRODUCTION

These guidelines are an adapted and updated version of a document originally developed and distributed by the Christian Church in Indiana. The original document was written in 1980 with the help of the Rev. Dr. Ron Parker while he was on the Indiana regional staff; it was updated in 1990 by the Rev. Dr. Edward Weisheimer, who based his revision on a comprehensive study of Pastoral Relations Committees conducted over a ten year period as part of his Doctor of Ministry project.

The Indiana guidelines were updated for use in Nebraska, and the Resource List was also updated at that time. Permission has been given to the Office of Search and Call at Disciples Home Missions, by the Indiana and Nebraska regions, to make this material available in printed and electronic format with some minor changes to provide a more generalized document.

While every situation is different, these guidelines offer suggestions that will help congregations establish and maintain an effective Pastoral Relations Committee (PRC).



## A. WHAT IS A PASTORAL RELATIONS COMMITTEE?



A Pastoral Relations Committee (PRC) is a small group of persons who provide *support* for the pastor and provide a *regular channel of communication* between the pastor and the congregation. The PRC functions to augment and enhance the variety of informal and formal means of *support and communication* in the congregation.

## B. WHY HAVE A PASTORAL RELATIONS COMMITTEE?



There are three basic reasons for a congregation to have a PRC:

### 1. *Building Up The Body of Christ*

The *first* reason is to *build up the life of the church and its ministry*. The church is the body of Christ, knit together by God for the mutual up-building of life.

Ephesians 4:15-16 says:

*Rather, speaking the truth in love, we are to grow up in every way into him who is the head, into Christ from whom the whole body, joined and knit together by every joint with which it is supplied, when each part is working properly, makes bodily growth and up-builds itself in love.* -Ephesians 4:15-16

This responsibility calls for sensitive care and careful discernment regarding what is beneficial, and is to be exercised in a humble and loving way.

### 2. *Support*

The *second* reason to have a PRC is to provide focused, consistent support for the pastor. Ministry is a high stress profession. The high level of personal and congregational expectations contribute to the need for support. Being a primary *care-giver*, the pastor needs a supportive environment for renewal.

All human beings need the love and support of other human beings. Personal growth and the effectiveness with which a person functions depends in large measure upon the quality, if not the quantity, of support she or he receives. The PRC is a way in which a congregation is intentional about providing support for its pastor and family.

Focused attention has been given in recent years to *clergy stress*. Following is a summary statement about some of the facts that contribute to stress.

*Work related stress factors for parish ministers can include:*

- role ambiguity* – uncertainty about what your job includes
- role conflict* – clash between ministerial functions and personal or family life
- role overload* – being overwhelmed by the expectations of parishioners
- time demands* – constantly being thrown off schedule by unexpected issues
- lack of pastoral care* – not having a solid counselor to turn to with your own problems
- lack of opportunities to “de-role”* – to be taken care of yourself, for a change
- relocation* - to a new area or job
- career uncertainty* – knowing your whole future can depend upon how you get along in one parish
- loneliness* – the fact that few outside the ministry understand the demands on you that make you feel isolated even in the midst of commitment  
*from “Clergy Stress and Burnout”*

Additionally, changing social patterns, demographic transitions, marginalization of the church, and conflicting beliefs are factors that contribute to ministerial stress and impact the pastor’s family life.

The pastor’s spouse/partner has a role unlike that of the spouse/partner of other professional people. This person can be put in the middle, between the pastor and the congregation, and is expected to fulfill many roles. Consequently, the PRC needs to be sensitive to the experiences of the spouse/partner.

### **3. Feedback And Communication**

The third reason for a congregation to have a PRC is to provide a regular channel of communication for cultivating an open, affirmative and creative relationship between the pastor and congregation, and enabling the church to fulfill its mission effectively. Communication is a vital ingredient in the provision of support.

Regular meetings are essential for maintaining relationships at an optimal level.

Maintenance of a *regular schedule* guards against the PRC becoming a *crisis* management agent. By providing a regular means of feedback and sharing, the PRC helps to prevent major crises and helps in the building of trust which is crucial to the function of ministry.

Studies of over 50 PRC’s conducted in 1988-89 confirmed that the PRC is valued even more highly by PRC members than by the pastor. Those who serve as pastors, by and large, greatly appreciate the support and the feedback. However, the PRC members ranked the value of the experience more favorably. The pastor is vulnerable in the process because she or he is being evaluated. PRC members and the pastor all need to keep in mind the “unevenness” of the relationship and process.

## C. FOUNDATIONS OF THE PASTORAL RELATIONS COMMITTEE



Acceptance, trust and confidentiality are the foundations for an effective PRC.

### 1. *Acceptance*

The church is created and sustained in God's grace and unconditional love. Even in the state of our human frailties and weaknesses, we are affirmed. The PRC represents this love and grace to the pastor. It does not represent the concept, "my pastor, right or wrong," in the sense of being above reproach. Neither does it place the pastor on a pedestal, having idealized expectations of her/him. The goal is to accept the pastor as a person and work together with the pastor in a trusting climate to fulfill the ministry.

### 2. *Trust*

Trust is fundamental to ministry and particularly to the workings of the PRC. Trust involves mutual acceptance and respect. It involves the receiving and care of the self-disclosures of another in ways that uphold a person's dignity and protects a person's privacy. It calls for integrity in sharing. It means the opening of one's life, overcoming the fear of violation of the person's being. PRC's are to foster trusting relations in order to be as supportive and as open as possible to one another.

### 3. *Confidentiality*

Along with acceptance, confidentiality is the under-girding of trust. Confidentiality gives a person the assurance that one's self-disclosure will not be revealed. This is essential to building and maintaining trust. Confidentiality, therefore, means safeguarding information which has been determined to be "classified" by the PRC as a sacred trust. This means not revealing information, even to a spouse/partner. Part of what acceptance and confidentiality means is the willingness to let a person be who she or he is and to guarantee privacy.

## D. FUNCTIONS OF A PASTORAL RELATIONS COMMITTEE



The PRC's focus is *relational* as opposed to being a task centered group. It will give attention to feelings and emotional factors of ministry in the context of building up the body of Christ.

### 1. *Listening*

Listening is a vital part of ministry. Listening is not merely a means to an end, or an instrument to achieve a goal; rather *listening* in and of itself is a presence and an affirmation of another. Listening is the essence of ministry.

Dietrich Bonhoeffer says in, *Life Together*:

The first service that one owes to others in the fellowship consists in listening to them...We should listen with the ears of God that we may speak the Word of God.

The work of the PRC consists of *active listening*. Active listening involves listening with the "third ear." It consists of paying close attention to feelings and body language. It consists of attention to the manner as well as content of what is heard. It means careful discernment and asking follow-up questions in order to fully understand what is being shared. Active listening involves checking one's perceptions by repeating to the speaker what was heard.

### 2. *Support (the Three C's)*

A central dynamic in the function of a PRC is support. Following are "Three C's" that provide a fuller definition of what constitutes support. Of the three, clarification will probably be the central focus of PRC sharing.

- Comfort: This involves affirmations and expressions of care, appreciation, and acceptance.
- Clarification: This involves integration of information, developing a holistic picture, sorting out the relevant from the irrelevant, and giving a focus to matters.
- Constructive Criticism: This is probably the most difficult element. People are sometimes reluctant to criticize and are not always constructive. It means offering critical appraisal on matters of concern, or biblically speaking, to "speak the truth in love."

## E. FORMAT FOR A PASTORAL RELATIONS COMMITTEE



The format for a PRC session is important because it provides a framework for keeping the purposes intact. Following is a suggested format to help keep the PRC focused.

*(Note: The pastor is to be present at **all** PRC meetings.)*

### 1. **Opening Prayer and/or Brief Meditation**

The chairperson could do this or request members to share in this responsibility on a rotating basis.

### 2. **Sharing of Affirmations**

PRC members share anecdotes, praise, bouquets, or affirming words of the pastor's ministry.

### 3. **Pastor's Sharing**

The pastor is given the opportunity to share whatever is on her/his heart or mind. The PRC members might facilitate the pastor's sharing through a means of "Five S's."

Sharing Techniques; the "Five S's":

- a. **Successes:** There is no standard definition of "success." Whatever the pastor considers to be a success may be shared.
- b. **Surprises:** Anything that has been or is a surprise in the life of the congregation or the ministry.
- c. **Satisfactions:** What has given the pastor satisfaction, even though it may not be seen as a success.
- d. **Solutions:** What are the challenges the pastor is facing? Are there problems to which she/he is seeking solutions? Are there theological matters that are challenging the pastor that she/he is working out in her/his mind?
- e. **Sadness:** This is a most significant element of sharing. Are there losses, hurts, etc., which are occasions for personal or congregational grief?

*Note: The pastor does not disclose any information that has been shared with her/him in counseling or other confidential sessions with members.*



**4. *PRC Sharing***

PRC members share feedback and concerns as the next matter in the session.

**5. *Special Focus***

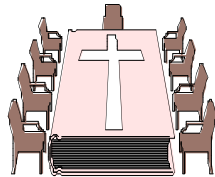
If the meeting is to have a special focus, it should be given attention at this point. Items 2-4 may be abbreviated in the case of a special focus that needs extra time. It is recommended that special focus items be limited to two or three per year. (*Items of possible special focus are described later in the guidelines.*)

**6. *Next Meeting***

Announce and verify the date and time of the next meeting.

**7. *Closing Prayer***

The chairperson, or another member, closes the meeting with prayer.



## F. FREQUENCY AND LENGTH OF PASTORAL RELATIONS COMMITTEE MEETINGS



Ideally, the PRC is to meet once per month, but 8-9 times per year is often sufficient to maintain the continuity and sustain the dynamics as a regular means of support and feedback.

*Regularly scheduled meetings, convened and chaired by the chairperson, are essential to maximize the effectiveness of the PRC. The PRC may need extra time at the outset of the year to find the optimal meeting time. It is recommended that PRC's do not meet just prior to other meetings (e.g. board of committee meetings) or worship services.*

Ninety minutes is a sufficient length of time for a PRC meeting. Respect this schedule. It will contribute to an effective PRC.

## G. DEALING WITH COMPLAINTS



The PRC is not designed to function as a “grievance committee.” On the other hand, it should not ignore negative feelings or the emotional climate within the congregation. Being sensitive to feelings assures each person of her/his value, and that what each feels and thinks is important.

Supporting direct communication in the congregation is the role of the PRC. This enhances communication and prevents the PRC from becoming a “lightning rod” for complaints. The PRC is not intended to replace or disrupt the flow of communication in a congregation. The PRC always encourages persons to relate directly to others, or to the pastor, with a complaint or a concern. For example, if someone shares a matter with a PRC member, that PRC member should listen attentively. After the matter is shared, the PRC member inquires, “Have you shared this with \_\_\_\_\_?” (*the person who is the subject of the concern*). If the person says “No,” then the PRC member is to advise that person to talk with the individual directly.

However, if the person says that she/he has been stifled, or met resistance, when sharing the matter directly, then the PRC member may agree to bring the problem to the PRC. Permission from, and identification of the persons involved, are necessary to address matters most effectively.

An extremely important element in handling complaints is **how** a PRC deals with them. The key to dealing in a positive way with feelings, particularly negative ones, is active listening.

Elements of **active listening** include:

- Openness to hearing
- Attempt to understand the feelings being expressed
- Ability to state the feeling
- Non-defensive behavior

Essential to doing a good job of listening to the congregation is the attitude of the minister: her/his willingness to entertain feedback and to practice active listening.

A PRC should not allow itself to be used as a pressure group to get the minister to behave in a certain way. When complaints are expressed to a PRC member about the minister, it may be a “cop out” on the part of the person who should express their concern directly. PRC members should listen attentively to people, but they must also make judgments about the relative significance of the input: whether to advise the person in another direction, and whether or not to enter it in the PRC agenda, and whether or not to inform the minister prior to the meeting.

## H. CONFLICT MANAGEMENT



The PRC is not designed to be a crisis management team, although it may be called upon to help handle a crisis from time to time. A PRC is more of a “safety valve.” The elements of regular meetings, support and feedback, are designed to avoid major crises. If major conflicts arise in the congregation, it is advised that either a regional/area staff minister or another professional resource person be consulted as soon as possible to help provide conflict management.

## I. COMPOSITION AND ORGANIZATION OF THE PASTORAL RELATIONS COMMITTEE



1. **Board-approved:** It is important that the decision to establish a PRC be ratified by the church board. Guidelines such as this document can be used for operation and procedures, but they need not be included in the constitution. It is desirable that the board confirms the persons selected to serve.
2. **Size of the PRC:** A PRC should be relatively small. An optimum number would be five to six persons, in addition to the minister. This is large enough to provide for good group interaction and small enough to allow for total participation. A relatively small committee is easy to convene. But it is important that those who are selected make attendance at meetings a high priority, because too-many absences in a small group may inhibit its effectiveness. Another important reason for having a relatively small group is due to the importance of maintaining a high trust level. The ratio of members to minister is smaller, and confidentiality is more easily protected.
3. **Selection of PRC members:** Because of the special nature of the PRC, it is more appropriate to select its members by appointment rather than through formal nominating and election processes. It is appropriate for the minister to provide a suggested list of names to the chairperson of the board, including at least one elder. Then, in mutual consultation between the minister and chairperson of the board, final selections will be made.

Once the committee members have been selected and secured, the board chairperson will report the appointments to the church board. The committee will select its own chairperson at its first meeting (someone other than the minister). Because of the frequency of meetings, the committee may want to rotate the chairperson on an annual basis.

4. **Qualifications for members:** First and foremost, the PRC members are persons with whom the pastor has a good relationship. Important characteristics include:
- persons who are supportive of the minister with a sensitivity to the feelings and needs of both congregation and minister;
  - persons who are good listeners;
  - persons with skills in human relations and communications;
  - persons who have integrity with regard to maintaining confidentiality; both men and women, of mixed ages.

It is not particularly necessary or appropriate to include members of other committees or departments of the church simply because they represent those groups. Because the committee is small, not all the church can be represented.

If input is needed from other groups, the PRC may invite representatives to its meeting and excuse them after a particular agenda is fulfilled.

It is best not to have the current chair of the board on the PRC. It is desirable to have at least one elder on the committee.

5. **Length of term:** Two main factors must be considered in determining the length of term. One has to do with maintaining continuity. The other is establishing checks and balances. Rotation of members enables new perspectives to enter the process and establishes definite terms. The formation of a PRC should take place within six months following the arrival of a new minister. The search committee may be asked to serve as the PRC following the call of a new minister until a new committee can be established. This allows the minister time to get acquainted and to identify those persons who fit the suggested profile for PRC members. Depending upon the size of the committee, length of service may be set up on a three to five year basis. At the time the committee is established, it would be necessary to determine the length of term for each member in order to start the rotation. When the minister leaves the congregation, that PRC would cease to function.



6. **Integration of new members:** Every new PRC member needs the opportunity to be integrated into the group. Whenever she/he comes in, dynamics of the group change and the group must adjust. Every new member needs to be informed of the duties of the PRC.

An annual or biennial training session is an excellent way to equip and integrate new members. The six-person committee with a biennial training session works nicely. The regional staff minister for your area, or another suitable resource person, can conduct the training session. It is helpful periodically to review and refocus the PRC.

- 7. Relationship of the PRC to the Board and Congregation:** Because of its relational character and the requirements of the *trust, acceptance and confidentiality*, the PRC will not report the substance of its meetings to the board. It is appropriate to make only process reports to the board. Minutes of the PRC meetings are not required.

In addition to the support and communication functions, certain tasks may be assigned to the PRC by the congregation or its board. Beyond this, the PRC must avoid attempting to solve problems or performing tasks that appropriately belong to other groups. While it is appropriate for the PRC to discuss virtually any subject, it must scrupulously avoid assuming authority outside its intended purpose. Yet, it is in keeping with its functions in special instances for the PRC to recommend certain actions to appropriate groups within the church.

- 8. Personnel functions:** In some congregations, the PRC doubles as the personnel committee. In these instances, its functions ordinarily include pastoral salary review and administration of pastoral personnel policies. In congregations where the PRC is assigned these additional responsibilities, the PRC should consider these matters as a “special focus” and schedule meetings for these specific purposes. Resources for helping to address these matters are identified in the RESOURCES section of these guidelines.
- 9. Congregations with multiple staff:** The congregation providing a PRC for more than one minister has different options. There are advantages and disadvantages to each, and the congregation will have to decide which will work best for them.

The model that appears to have the most advantages and the fewest disadvantages is a PRC for each minister. This reflects the congregation’s concern that each staff-member is equally important. Each can be established according the guidelines and kept relatively small. This model allows the committee to focus on the particular feelings, needs and portfolio of the individual staff member in relation to the total church. To achieve cross communication with ministerial colleagues, periodic joint meetings of the PRC’s may be held. Care must be taken that the two committees do not become competitive or at odds one another if conflicts exist between the ministers.

10. ***Special focus:*** From time to time it may be appropriate to give special attention to matters pertaining to ministry or personnel issues. Such items might include:
- a. Continuing Education: Discuss goals, plans, and financial provision. Sabbatical leave guidelines are available from The Office of Search and Call at DHM.
  - b. Projecting Goals: Have the pastor develop goals for the year, and/or mid-range and/or long-range goals. These can be discussed in terms of the congregation's goals.
  - c. Performance Review: Ask the regional office for help (some have established instruments and a methodology to assist a PRC in conducting a performance review). Performance reviews should help to identify areas where professional growth and development are needed. They may help in focusing continuing education plans.
  - d. Salary and Benefits Review: You may ask for help from your region and the Pension Fund to understand and maintain appropriate compensation. The Pension Fund has material to help in this matter as do many regional offices. This focus is appropriate for PRC's that have personnel responsibilities.
  - e. Celebration of Anniversaries: Ordination anniversary, term of service, birthdays, wedding anniversaries, Week of Ministry, etc., are appropriate occasions for a celebration. Care and attention to these events is encouraged.
  - f. PRC Training: The PRC may arrange to spend time developing skills in areas such as active listening, conflict management, stress management, etc.
  - g. Parsonage: Concerns regarding the parsonage should be considered from the pastor's family's point of view.
  - h. Spiritual Growth: PRC's and the pastor are encouraged to talk about theological perspectives. Contact your regional office for help in this matter. Such efforts can open up areas for significant mutual sharing. PRC's should encourage their congregation to make provisions for an empowered and ongoing prayer life, and annual spiritual retreat, for the pastor. Sharing one's life journey is another way to focus spiritual growth.
  - i. Pastoral Weekly Routine: Have the pastor present an outline of a "week" or a month in her/his ministry as a way to talk about priorities and time management.

- j. Spouse Participation: There are a variety of ways in which the PRC involves the spouse in the caring, sharing process. Some attend the PRC on a regular basis. If regular participation is desired, the arrangements need to be worked out to mutual satisfaction. Some spouses meet only once a year with the PRC. It is suggested that this be a “night out” in more of an affirming social setting than in a meeting session. This less formal approach has proven successful in many instances. Some PRC’s routinely have at least one social meeting per year that includes a meal together. Family matters may be shared routinely in the sessions. The spouse may be invited to share where it seems appropriate and is mutually agreed on.

**J. WHAT RESOURCES ARE AVAILABLE TO ASSIST THE PRC IN FULFILLING ITS ROLE?**



Many resources are available to assist a PRC in carrying out its role, developing its concept of ministry and in performing specific tasks. It is not possible to include such information in the scope of this document. Consequently, it is very important that the PRC make an effort to avail themselves of such help.

The following suggestions represent an attempt to save PRC’s members’ time in looking for various resources. No attempt is made to be comprehensive. To the contrary, the resources listed here represent a much larger field of material. The resources are annotated to further assist the PRC in selecting material that will be most helpful to their particular need.

It is advisable to anticipate the need for PRC resources in the church budget; consideration may be given to a budget line item for the PRC. In this way, the PRC may begin to develop a library of resources for itself, or it may establish a section in the church library.

## K. RESOURCES



### 1. *Pastoral Relations Committee*

- a. Revised Guidelines for the Pastoral Relations Committee  
The Christian Church (Disciples of Christ) in Indiana, 1100 West 42<sup>nd</sup> Street,  
Indianapolis, IN 46208
- b. Survival Tactics in the Parish – Lyle E. Schaller  
Abingdon Press, Nashville, TN 1977.  
Particular attention is called to Chapter 13 of this book entitled, “Why Have a  
Pastoral Relations Committee?” Lyle Schaller, a well-known church planner,  
discusses the general purpose, membership and duties of the Pastor-Parish Relations  
Committee.
- c. My Pastor Has a Family  
Church Leadership Resources,  
1400 North 7<sup>th</sup> Street, Suite B, St. Louis, MO 63106-4545  
Catalogue No. OCLL E05

### 2. *Performance Review*

- a. User Friendly Evaluation. Improving the Work of Pastors,  
Programs and Laity  
by C. Jeff Woods, The Alban Institute, #AL139
- b. What are the Priorities?  
An instrument created by Lyle Schaller for a group analysis of how the pastor should  
spend her/his time in terms of priorities. It is available in Chapter 8 of his book, *The  
Pastor and the People*, Abingdon Press.
- c. Evaluating Ministry: Principles and Processes for Clergy  
and Congregations  
by Jill Hudson, The Alban Institute, #AL133

### 3. *Continuing Education*

- a. Clergy Continuing Education Scholarship Funds  
are available from the office of Christian Vocations – Disciples Home Missions  
and/or Cotner College Commission on Continuing Education.
- b. Clergy Renewal: The Alban Guide to Sabbatical Planning  
by A. Richard Bullock and Richard J. Bruesehoff.  
The Alban Institute, #AL214



#### **4. *About Ministry***

- a. New Beginnings, Pastorate Start-up Workbook  
by Roy M. Oswald. Available from The Alban Institute (1-800-486-1318). Leads the pastor through steps of self-discovery and analysis in beginning a new pastorate.
- b. New Visions for the Long Pastorate  
by Oswald, Hinand, Hobgood and Lloyd. Available from The Alban Institute. (1-800-486-1318)
- c. A Time for Change? Re-Visioning Your Call  
By James E. Hightower, Jr. and W. Craig Gilliam - 2000. The Alban Institute, #AL224. (1-800-486-1318)
- d. How to Thrive in Associate Staff Ministry  
By Kevin E. Lawson, 2000. The Alban Institute, #AL218. (1-800-486-1318)
- e. Re-Calling Ministry  
By James E. Dittes. Chalice Press (ISBN 0-8272-3217-9). To order: 1-800-366-3383.
- f. Learning While Leading – Increasing Your Effectiveness in Ministry  
by Anita Farber-Robertson, 2000. The Alban Institute
- g. The Vital Church Leader  
by R. Robert Cueni, Effective Church Series. Abingdon Press.

#### **5. *Managing Time***

- a. The 7 Habits of Highly Effective People  
by Stephen R. Covey. Simon and Schuster
- b. The Time of Your Life: Self/Time Management for Pastors  
by Robert L. Randall, Abingdon Press
- c. Managing Time at the Speed of Change  
by Daryl R. Conner, Villand Books

## **6. *Managing Conflict and Coping with Criticism***

- a. Congregational Conflict: Real-Life Strategies  
by Speed Leas, The Alban Institute, #AL213
- b. Church Conflict: The Hidden Systems Behind the Fights  
by Charles H. Cosgrove and Dennis D. Hatfield.  
Abingdon Press.
- c. Discover Your Conflict Management Style,  
Revised Edition, by Speed B. Leas. Helps a person learn how she/he  
handles conflict. The Alban Institute (1-800-486-1318) #AL183
- d. Moving Your Church Through Conflict  
by Speed B. Leas. The Alban Institute . #AL82
- e. The Care of Troublesome People  
by Wayne E. Oates. The Alban Institute. #AL154
- f. Managing Church Conflict  
by Hugh Halverstadt. Westminster John Knox
- g. From Stuck to Unstuck:  
Overcoming Congregational Impasse  
by Kenneth A. Halstead. The Alban Institute. #AL194
- h. Clergy Killers:  
Guidance for Pastors and Congregation Under Attack  
by G. Lloyd Rediger. Westminster John Knox
- i. Speaking the Truth in Love:  
How to be an Assertive Christian  
by Ruth Koch and Kenneth Haugh. Stephen Ministries, St. Louis, MO

## **7. *Staying Healthy and Managing Stress***

- a. Stress Management for Ministers  
by Charles L. Rassleur. Westminster Press, 1982. This is an excellent book written by  
the Associate Director of the North Central Career Development Center in New Brighton,  
Minnesota. It offers practical positive steps for coping with and overcoming stress in  
ministry.

- b. Positive Addiction  
Author William Glasser offers the concept that we can become addicted to positive behavior which develops the character and the body. Such positive addictions can strengthen a person so she/he can overcome negative additions and lead a more integrated and rewarding life. Harper and Row, Publishers, 1976.
- c. Clergy Self Care: Finding a Balance for Effective Ministry  
by Roy M. Oswald. The Alban Institute, #AL125
- d. Spiritual Wholeness for Clergy:  
A New Psychology of Intimacy with God, Self and Others  
by Donald R. Hands and Wayne L. Fehr.  
The Alban Institute, #AL139

## 8. *Salary Review*

- a. The Pension Fund of the Christian Church has the following pamphlets available to assist the PRC in review of salary, allowances and fringe benefits:
  - i. Compensation Planning
  - ii. The Pension Plan for Ministers of the Christian Church and other Church Employees
  - iii. Tax Deferred Additional Benefits
  - iv. Church Wide Health Care Insurance for Ministers and Employees of the Christian Church (Disciples of Christ).

Pension Fund of the Christian Church (Disciples of Christ)  
130 E. Washington St., Indianapolis, IN 46204-3659  
(317) 634-4504 – E-mail: [pfcc1@pension.disciples.org](mailto:pfcc1@pension.disciples.org)

- b. Christian Church in Nebraska Salary Guidelines.  
Order from the Christian Church in Nebraska, 1268 South 20 St., Lincoln, NE 68502.  
(800)580-8851 – E-mail: [ccnebraska@earthlink.net](mailto:ccnebraska@earthlink.net)
- c. Check with your own region's office to see if there are any more-localized materials.

## 9. *Review of Congregational Life*

- a. Congregational Profile Form  
This survey tool can be used to develop a profile of congregational priorities.  
Order from Disciples Home Missions, Office of Search and Call, PO Box 1986,  
Indianapolis, IN 46206-1986.  
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It is also available as a free downloadable PDF document from the DHM Web-site:  
[www.homelandministries.org](http://www.homelandministries.org).

b. Church Planning Manual

Published by the office of Church Life and Leadership of the United Church of Christ. It is one of the best manuals to help congregations with their planning processes. Order from United Church of Christ Resources. Phone: 1-800-325-7061.

c. Discerning Your Congregation's Future:

A Strategic and Spiritual Approach

by Roy M. Oswald and Robert E. Friedrich, Jr.  
The Alban Institute. #AL176.

d. Faithful Planning Workbook:

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