

church planting assessment toolkit



Welcome to Foursquare's Church Planter's Assessment Training!

The formation of this tool has been guided by a simple purpose: To assemble a comprehensive Church Planter's Assessment Tool to be used by all districts in Foursquare. We expect this to facilitate District Supervisors in making informed decisions regarding prospective church planters, assist leaders in focusing their preparation of potential planters, offer confirmation, affirmation or redirection for those prospects and encourage fruitful partnerships in planting across district lines.

Good assessments must begin with a desire on our parts to collect information that will confirm Character, Call, Competency and Context. We will do this by recognizing that many valuable resources can help a Supervisor in arriving at well-reasoned decisions. Our process works as follows:

References dealing with Character
Discernment dealing with Call
Assessment dealing with Competency
Sensitivity dealing with Context

We want to put the right people in the right places with sensitivity for any cultural and ethnic distinctive they may face. Healthy leaders planting churches out of their God-given gifts offer the greatest opportunity for healthy reproducing churches that reach the Harvest.

Overview:

I. What is Assessment?

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 1. The Thirteen Behavioral Characteristics
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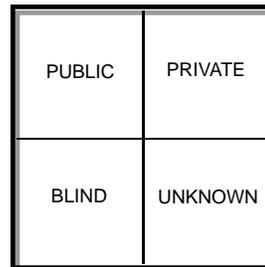
Objectives:

1. Embrace the importance of good selection.
2. Understand the assessment process and how to implement it.
3. Learn and/or sharpen your skills in behavioral interviewing.
4. Learn how to generate a report that shares the information gathered in the assessment for the purpose of directing the prospective planters next steps.
5. Understand how to do a debrief interview and its importance for the planter.

What Is Assessment?

Definition: Assessment is a multi- phased information gathering process that provides an appraisal of the competencies of a prospective church planter in 13 areas of behavior that are important to planting a new church. The assessment process also provides additional confirmation of a prospective planter's Call and Character.

Johari's Window



When a prospect has a particular Context selected for planting, the assessment can also provide information about how equipped the planter is for that community of people.

- The thirteen quality characteristics: See the Handout in the front pocket of your notebook or turn to the How do you do an assessment tab, phase 2 for a second copy.

ASSESSOR'S ROLE

Assessor's Role: The role of an assessment team is not to select a church planter but rather to provide the District Supervisor with a comprehensive report about the planting couple or individual so that an informed decision can be made about the next best steps for the prospective planter.

B. The Purpose of Assessment is Two-Fold:

1. Church planters' assessments give District Supervisors and Parent Church Pastors an objective, comprehensive report that brings clarity relating to the prospective planters':
 - **Character**- Information gathered during the behavioral interview **and** must be augmented by the testimony of references affirm solid character. **All references should be followed up with at least a phone conversation.**
 - **Call** - In addition to the Statement of Calling, we will seek to discover ways that leaders who have worked with the candidate in either a ministry or secular work context can confirm a genuine calling.
 - **Context** - Is the couple or individual a good fit for the community they wish to plant in? Do they have the appropriate gifts to address the obstacles in that context?
 - **Competency** - How equipped is this couple or individual in each of the "13 Competencies of an Effective Church Planter" as discovered through the behavioral interview process and the pre-assessment information gathering.

This information will help them resource and deploy church planters who will successfully plant healthy reproducing churches that reach thousands of people for Jesus Christ.

2. Church planters' assessments will affirm, confirm or redirect a prospective planter in what they think God has called them to do. Through the debrief interview, the candidate can receive valuable insight into the next "best steps" for their leadership development and/or deployment as a planter.

C. Biblical Foundations:

Is Assessment Biblical?

As a table group, compile a list of scriptures that address the concept of appraising a person's character and skills prior to deployment OR are examples of that being practiced. Record your observations that accompany each of the scriptures and be prepared to share them with the larger group:

13 QUALITY CHARACTERISTICS

1. Visionizing Capacity

Characteristics:

- The ability to see a preferred future beyond the present
- Develops a theme which highlights the vision and philosophy of ministry
- Persuasively sells the vision to people
- Approaches challenges as opportunities instead of obstacles
- Copes effectively with non-visionizing people
- Does not erect artificial walls to limit the capacities of God, self or others
- Believes in God's capacity to accomplish great things

When was the last time you created an opportunity out of an obstacle? How did you create that opportunity?

When were you successful in selling a concept to people who initially opposed you? How did you convince them?

What is your best example of building a project, program or group from the ground floor up?

Describe a situation that was stagnant or failing, and what you did to revitalize it.

Describe the process you went through in developing a clear vision which people followed.

Tell me about someone whom you have motivated to work on a project with you.

What has been the most difficult personal obstacle you have overcome in your life? How did you manage to overcome that obstacle?

Tell me about a vision that you pursued despite pessimism or objections from significant others. What was the vision and how did you achieve it?

2. Personal Motivation

Characteristics:

- Commitment to excellence
- Stick-to-it-iveness and persistence
- Aggressively, yet positively, takes the initiative
- Willing to work long and hard
- Self-starter, willing to build from nothing
- High energy and vitality level; physical stamina

In what ways have you attempted to make yourself more effective in your job or ministry?

Describe your most important accomplishments. How did you go about reaching your goals?

Describe your typical workweek. How much effort do you invest?

Describe your ideal work or ministry assignment. Tell me about the time you came closest to having this kind of assignment and what you found rewarding about it.

Tell me about a time when you maintained focus on a primary task although you attended to other responsibilities as well.

Tell me how you recently launched a (new) project.

What has given you the greatest feeling of accomplishment in your ministry? How was that effort initiated and what obstacles did you overcome in carrying it out?

Tell me about a distasteful assignment that you nevertheless had to complete. What was distasteful about this assignment? What degree of effort did you put forth?

In reflecting upon your ministry, describe a situation where you put forth some of your strongest effort. Why was it so important for you to do well?

3. Ownership of Ministry

Characteristics:

- Trains leaders to reproduce leaders
- Instills in the people a sense of personal responsibility for the growth and success of ministry
- Helps people to “buy in” and feel personally responsible for the growth and success of the church
- Establishes a congregational identity, unity and commitment to the vision
- Avoids imposing unrealistic goals on people for which they cannot claim ownership

In what ways have you motivated people to commit themselves to growth goals?

How do you typically give ministry away or share job responsibilities with others?

What steps have you taken to ensure that your ministry or work would flourish in your absence?

Describe someone you developed who is now reproducing other disciples. How did you develop that person and what kind of results is he or she having?

Tell me about your best effort in moving people beyond a maintenance mentality of ministry.

How have you helped others feel part of the ministry?

In what ways have you included others in the work of your ministry?

Tell me about someone you encouraged to move from nominal to active involvement in the church ministry. How did you get the person to move off the sidelines?

What successes have you had in getting people with different religious backgrounds to take ownership of a church ministry?

4. Reaching the Unchurched

Characteristics:

- Communicates in a style that is understood by the unchurched
- Develops rapport, breaks through barriers and encourages unchurched people to examine themselves and commit to a walk with God
- Understands the “psychology” or mentality of the unchurched
- Moves and functions in the “personal space” of the unchurched without fear
- Quickly makes friends with the unchurched people, getting to know them on a personal level
- Intentionally breaks through the barriers erected by the unchurched
- Sees crises faced by the unchurched as opportunities to serve

How do you convey a positive Christian witness without demeaning unchurched people?

What guidance or training do you provide other Christians for reaching the unchurched?

How do you create a seeker-sensitive environment in your church or relationships?

What contacts do you have with others not in the church? How did you develop these?

In what areas do you relate best with the unchurched?

Describe a current association with an unchurched person.

What have you done to quickly develop rapport with unchurched people?

Describe a time when you broke through significant barriers erected by an unchurched person.

5. Spousal Cooperation

Characteristics:

- Has explicit boundaries regarding the use of home as an office
- Creates a workable partnership, agreeing on ministry priorities, each partner's role and involvement in ministry and the integration of ministry with family life
- Has an explicit agreement regarding each partner's respective role and involvement in ministry
- Evaluates the consequences of ministry demands upon the children (if applicable)
- Functions as a team through individual and collective action
- Has a strategy for dealing with strangers
- Models wholesome family life before church and community
- Agrees upon and shares the ministry vision
- Deliberately plans and protects private family life

Describe the major tensions and stresses in your marriage.

In what ways is your family involved in ministry?

How do you and your spouse make major decisions?

What areas is your partner most concerned about in this venture?

Tell me the ways in which you balance the pressures of ministry.

What discrepancies or disagreements do you and your spouse have regarding ministry?

How do you cope with these discrepancies, and what efforts have you made to resolve them?

How have you and your spouse used your gifts and talents to complement each other?

How have you balanced the demands of ministry with the needs of your family?

6. Relationship Building

Characteristics:

- Responds with urgency to expressed needs and concerns of people
- Takes the initiative in getting to know people with the understanding that deepening relationships is the basis for more effective ministry
- Displays godly love and compassion to people
- Gets to know people on a personal basis
- Makes others feel secure and comfortable in their presence
- Makes new people feel valued
- Appreciates and accepts a variety of people from different backgrounds and cultures
- Works to restore rifts in relationships

How do you help others to develop relationships?

Tell me about a relationship you salvaged after a conflict or falling out with the person.

Describe a relationship you initiated and built with someone who was radically different from you.

How have you built friendships when you are in a new situation?

How have you related to someone whose temperament you are uncomfortable with?

Tell me about the most recent close relationship that you cultivated. What efforts did you make to achieve that closeness? How did you overcome barriers such as distrust or fear of rejection?

What has been your typical approach to relationship building?

7. Commitment to a Healthy Reproducing Church

Characteristics:

- Believes in church health/growth as a theological principle
- Values church growth as a method for building more and better disciples; strives to achieve numerical growth within the context of spiritual and relational growth
- Appreciates steady and consistent growth within the context of spiritual and relational growth (more and better disciples)
- Commitment to being a lifetime learner
- Establishes the goal of becoming a financially self-supporting church within a specific period of time
- Does not tend to fall into a ministry of maintenance
- Sees the church project within the larger context of God's kingdom

Tell me about an experience you have had with a growing ministry or church. What have you learned from this experience?

In what ways have you contributed to the growth of a church, a ministry and /or another venture?

Describe a time when you identified a hindrance to the growth of your ministry and what you did to address it.

Tell me about a time you multiplied a group, a team or some other venture.

What have you done to insure growth in the ministry you lead or the business you have been involved in?

What have you done to evaluate the health and growth of a ministry you have lead or a job you have held?

Describe a time when you discovered that an area of ministry you were leading needed greater health and the steps you took to bring that health.

8. Responsiveness to Community

Characteristics:

- Adapts Ministry to the culture and needs of the local residents
- Understands the culture of the community
- Identifies, assesses and responds to community needs
- Responds to community needs on a priority basis so that resources are most efficiently used
- Determines successes and failures of other organized religious attempts to respond to community needs
- Does not confuse what the community needs with what the church wants to offer
- Acquires an understanding of the character and “pulse” of the community
- Adapts the philosophy of ministry to the character of the community

*How have you put your fingers on the pulse and culture of the community surrounding your church?
Or the community in which you live?*

What methods and techniques have you employed to assess the needs of your community?

How have you ministered in ways that improve the quality of life in your community?

How have you shifted ministry priorities to be responsive to needs in the local community?

Describe the last community you were in and the ways your church was able to meet the needs of your community.

In what ways have you shifted priorities because of compelling needs in the local community that appeared more important?

How have you used social outreach as a tool to reach people with the good news of Jesus?

9. Utilizes Giftedness of Others

Characteristics:

- Equips and releases people to do ministry according to their spiritual gifts
- Releases and equips people to meaningful tasks of ministry
- Discerns spiritual gifts in others
- Matches the gifts of people with ministry needs and opportunities
- Delegates effectively in areas of personal limitation
- Avoids personal overload by delegating effectively
- Makes sure that people are well-equipped before giving away ministry assignments
- Avoids placing unwarranted restriction on other's spiritual giftedness

How do you cultivate giftedness in others?

How have you determined when people are ready to be released to use their gifts?

What process have you used to match individuals with ministry opportunities?

What process have you used to match the right people with the right ministry needs? Tell me about the last time you used that process.

Describe a situation in which you wrongly assigned someone in ministry. What were your errors in judgment and how did you later use experience to your advantage?

Describe a good example of someone you helped to recognize and use their spiritual gifts.

Describe some ways in which you have developed your ministry to others.

10. Flexibility & Adaptability

Characteristics:

- Copes effectively with constant and abrupt change
- Handles multiple tasks at the same time
- Copes effectively with ambiguity
- Adapts oneself and one's methods to the uniqueness of the particular church planting project
- Shifts priorities and emphasis during various stages of church growth
- Makes mid-course adjustments as the needs of ministry change

Describe your actions in a situation that did not fit neatly into any of your theoretical categories. In other words, how did you deal with a "gray" area without violating your core values?

Tell me about a demanding period of time during your ministry or work and what steps you took to handle the multiple demands upon you.

How have you made sure that your work gets completed when it is disrupted by emergencies or other unforeseen circumstances?

Describe the most recent ministry innovation or perspective that you have adopted.

Describe how you have dealt with a situation in which you have had to change your plans to meet a sudden need in ministry.

Describe a time when your resistance to change proved to be counterproductive.

Describe a time when you needed to abruptly change your plans due to an unforeseen emergency.

11. Building Body Cohesiveness

Characteristics:

- Demonstrates teamwork as a foundational value
- Enables the group to work toward a common goal while skillfully handling divisiveness and disgruntled people
- Quickly incorporates newcomers into a network of relationships
- Engages others in meaningful church activity
- Monitors the morale of people
- Empowers groups effectively
- Deals with conflict assertively, constructively and tactfully

Describe a time when members of your church or the people where you work were divided over an important issue. What did you do to resolve the conflict?

How have you established a group identity among people you are leading?

Describe the steps you take to get a group to work as a cohesive unit. Give me an example of when you did that.

Tell me about a time when you confronted people who were undermining the unity of the church or another group you have been a part of. How did you bring about reconciliation and healing?

Describe the steps you have taken recently to help a newcomer get involved in the life of the church.

Describe a time when you effectively handled opposition to your authority as a pastor or leader or other supervising role.

What is your best example of developing a ministry team? How did you develop the team and what was accomplished?

What process do you have to help assimilate new people into your church ministry? Describe your typical approach.

12. Resilience

Characteristics:

- Experiences setbacks without defeat
- Able to sustain oneself emotionally and physically through setbacks, losses, disappointments and failures
- Rides the ups and downs of church planting
- Expects the unexpected
- Rebounds from loss, disappointments and failure

How do you keep yourself going when the pressure gets thick?

Tell me about a time when you were most unsuccessful in rolling with the punches.

Describe your most unproductive period in ministry or on the job.

Describe a situation when your ministry expectations were high but the outcome was unexpectedly disappointing. What was your response to the disappointment?

When did defeat or failure get the best of you?

Tell me about a hurt you've experienced and how you recovered.

Describe a time when you handled unfounded criticism against you.

What has been your biggest personal failure or disappointment? How did you cope with it?

13. Exercising Faith

Characteristics:

- Has demonstrated an ability to risk, trusting God for the outcome
- Demonstrates how one's convictions are translated into personal and ministry decisions
- Possesses a conviction regarding their call to church planting ministry
- Has expectation and hope
- Willing to be patient, waiting for answers to specific prayer requests

How have you encouraged faith formation in other people?

How have you helped people integrate theological truths into personal life-style practices?

Describe how you discipled someone on a one-to-one basis.

What experiences have most challenged your faith? Tell me about them.

Describe a conviction regarding a ministry that would have been easy for you to give up on.

What examples of exercising faith in your personal life could you share with others who struggle with faith issues?

Tell me about a situation that required a solution but in which you felt powerless. How was your faith evidenced in this situation?

When Do You Do An Assessment?

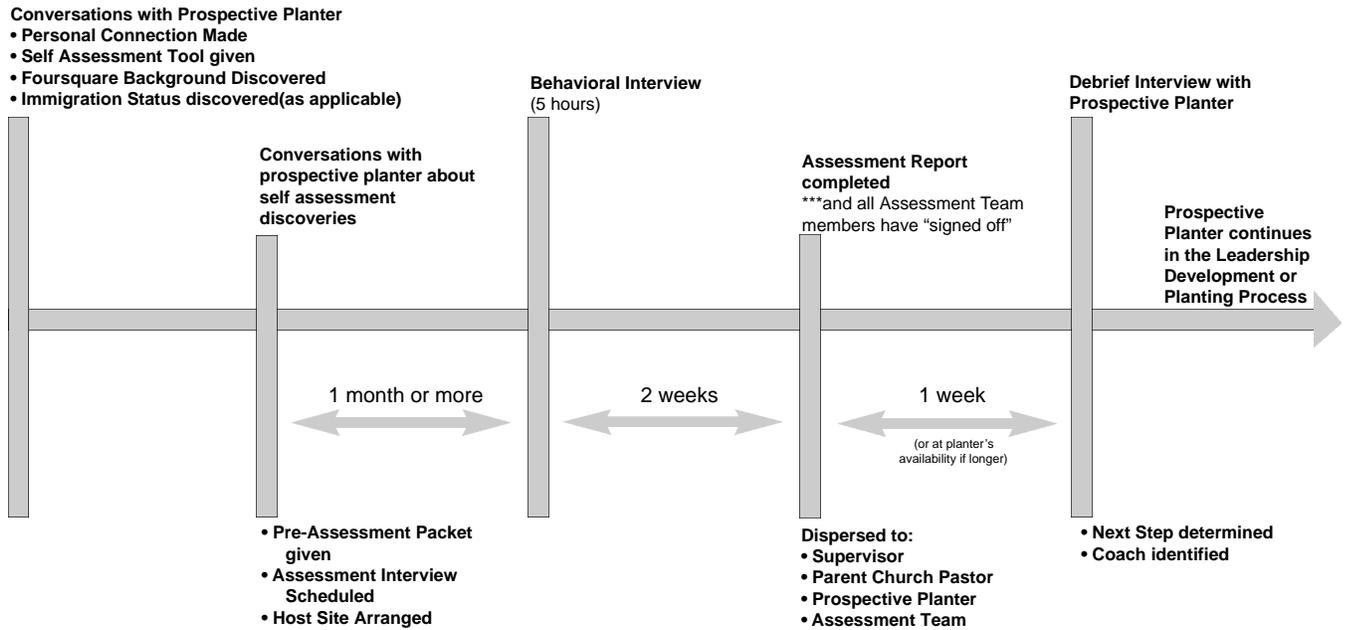
- Where does the assessment process begin in the Church Planter's preparation timeline?

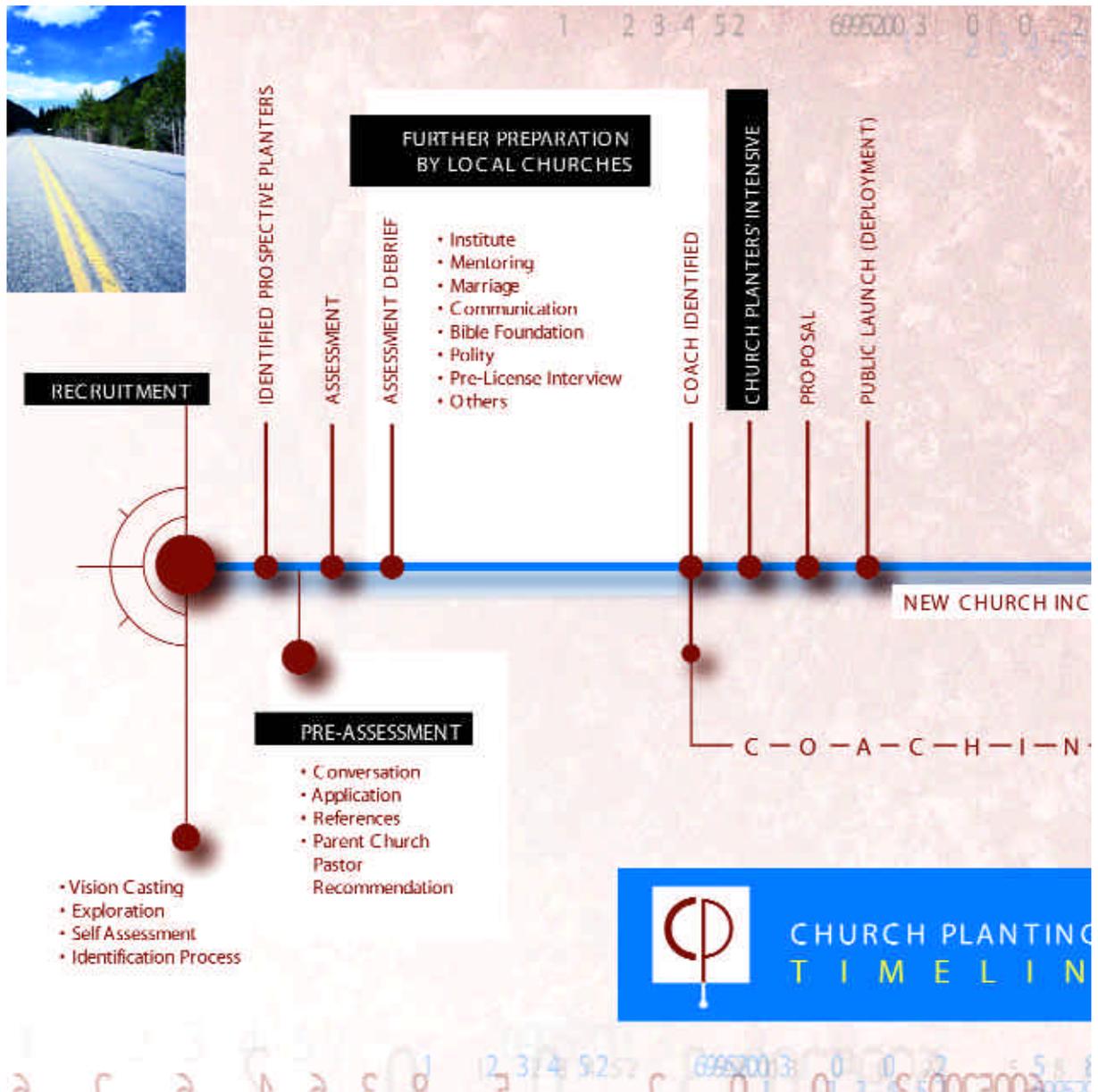
Maximum benefit for the prospective planter will occur when the process is begun at the earliest point of identification of his or her interest in planting a church. Please see the timeline on the next page for a comprehensive view.

- What is the sequence for the various parts of the assessment process, particularly the behavioral interview?

The entire assessment process may be as long as three months or as brief as a conversation with a prospective planter, depending on the discoveries made in each phase of the process. Please see the timeline for the entire assessment process on the last page in this section.

ASSESSMENT PROCESS TIMELINE





Who Should Be An Assessor?

A. Assessor Selection:

District leaders should recruit recognized Foursquare leaders in local churches, both men and women, who exhibit the following qualities in their behavior:

Personally Secure

Secure individuals can focus on the prospective church planter and their life and avoid engaging them in their own story or viewpoint.

Objectivity

Objective interviewers aren't influenced by personal biases in determining the validity of the information shared by the candidate or making judgments on the information gathered.

Empathy

Empathic interviewers are sensitive to the anxiety experienced by the candidate. They communicate their understanding and attempt to minimize the anxiety of the situation.

Clear Communicator

Clear communicators encourage a two-way exchange of information that is concise, descriptive and interesting. They are able to modulate their tempo.

Attentive Listening

Attentive listeners have the ability to concentrate and perceive sensitively while assimilating and analyzing information.

Patience

Patient interviewers aren't easily frustrated by either the variety of personalities of interviewees or the length of time needed to do effective interviewing.

Team Player

Interviewers who excel are those who commit to personal development and growth and are able to work well with others.

Relational

The capacity to be relational while maintaining a disciplined process is an important trait. The ability to keep an assessment on track and on schedule using good relational skills is a blessing.

Basic Writing Skills:

Able to put what they have heard in clear written form.

Not Everyone Makes a Good Interviewer

It is important to realize that not all individuals are intended to be selection interviewers. While most people can benefit from the training, not all will become highly trained interviewers. The training process can be used as a way to screen and qualify selected individuals. Gift oriented ministry should be employed in the selection of assessors. Some traits that should serve as warning signs that direct you away from a particular individual are:

- People with mercy as a primary gift.
- People who like to “fix” situations. Assessment is not a counseling session.
- People who struggle with or dislike interpersonal communication (one on one conversation).
- People who need to be the expert. They may be experts but it is imperative that they don’t need to prove it!

B. How many assessors does it take to do an assessment?

We recommend a team of 3 – 4 assessors to collect the most thorough information possible. The interview process should never be done alone. Objectivity is easily compromised with only a single interviewer. In addition, a team can increase the scope of good questions and the information collected.

C. How many assessment teams do you need in a District?

We recommend that you build teams of assessors in strategic geographic regions to reduce travel and offer a timely process for your prospective planters.. In metro areas you may need multiple teams in close proximity to serve the number of candidates you have and the various language groups.

D. Structure of an Assessment Team:

Each team should have one person appointed to lead the team. This person will be the lead assessor. The lead assessor’s responsibilities are as follows:

1. Provide assessment team member/s with an assessment questionnaire master.
2. Make sure each team member has a copy of the Pre-Assessment profile at least one week prior to the assessment.
3. Meet one hour before the assessment to pray and go over last minute details.
4. Open with introductions and create a relaxing environment for everyone.
5. Explain what the next few hours will look like. Verify bathroom facilities and food and beverages that will be available. Give directions!
6. Explain his/her role in keeping the interview process moving. If someone gets away from the question asked, he or she will be nudged back on track.
7. Begin the interview by giving the potential planter(s) 3 minutes to share what God has put on their heart about the church plant.
8. Consult with team members during breaks to discuss the direction of the interview up to that point and make appropriate adjustments.
9. Thank the prospective planters for their involvement at the close of the interview and answer any lingering questions they may have.
10. Review any necessary information with team members and give dates for when their reporting is due. Two weeks is recommended.
11. Follow up until all reports are assembled and the report is completed and turned in to the District Supervisor or other personnel designated by him/her.
12. Insure that the prospective planting couple or individual receives a copy of the assessment and has a debrief interview/conversation.
13. Important Note: The lead assessor will also be asking questions in areas that he or she feels need more clarity.

How Do You Do An Assessment?

Assessment is a multi-dimensional process, involving four (4) major phases:

Phase 1:

Pre-assessment Information Gathering and Information Release Form

Phase 2:

Assessment Information Gathering—The Behavioral Interview

Phase 3:

Evaluating the Information and Report Generation

Phase 4:

Debrief Interview with the Potential Planter/s

Good Church Planter Assessments help give Supervisors clarity relating to...

Character

Information gleaned during the behavioral interview must be augmented by the testimony of references who can affirm solid character

Call

In addition to the Statement of Calling, we will seek to discover ways that leaders who have worked with the candidate in either a ministry or secular work context can confirm a genuine calling.

Context

Are the couple or individual a good fit for the community they wish to reach? Do they have appropriate gifts to overcome the obstacles?

Competency

This is the nuts and bolts of the Ridley Behavioral Interview: **“13 Competencies of an Effective Church Planter”**.

Ninety percent of what assessors are directly involved with is the 13 competencies. The remaining ten percent of their involvement is integrating what the prospective planter and other leaders in his/her life have related about the Character, Call and Context issues for this prospective planter.

PHASE 1

PRE-ASSESSMENT

INFORMATION GATHERING AND INFORMATION RELEASE FORM

Phase One: Pre-Assessment Information Gathering and Information Release Form

Step 1: Conversation with a prospective planter

- A simple conversation with a prospective planter can inform the appropriate next step for them.
- A self assessment tool can be given to the potential planter to consider their past behavior and how it has demonstrated their ability to engage in planting a new church rather than “building on another man’s foundation” in an existing church.
 - *See a sample of a self-assessment tool under the appropriate tab in this toolkit.
- A follow-up conversation to discuss the prospective planter’s self discoveries from the self-assessment can determine whether the assessment process should precede any further.

Step 2: Pre-Assessment packet is given to the candidate

- This packet includes the materials listed below and provided for your information on the following pages:
 - a. Boiler Plate Letter from District Supervisor or designated leader
 - b. Church Planter Consideration Application
 - c. Church Planter References
 - d. Parent Church Pastor or Sponsoring Pastor’s Recommendation with a boiler plate letter
 - e. Information Release form
- **Please Note: This packet should be given to the planter at least one month prior to the interview process so that everyone involved can complete his or her work.**
- District personnel are responsible for giving the parent church pastor/sponsoring pastor recommendation and the reference forms to the appropriate leaders. All references should be followed up with at least a phone conversation.
- When all the forms and recommendations are turned in, copies of the prospect’s application and personal profile should be made for each assessor on the team and given to them at least 24 hours prior to the interview process. (See page 57, yellow tab 3)



INTERNATIONAL CHURCH Of The FOURSQUARE GOSPEL

 **Pre-Assessment Profile**

Dear Pastors/Church Planters,

Greetings to you! We want you to know how excited we are that progress is being made toward the fulfillment of the ministry to which you've been called.

You should view your upcoming Church Planter/Pastoral Assessment as an opportunity to paint a picture that will assist both you and Foursquare in considering your future ministry. We will be asking many questions, covering considerable territory. We ask that you be descriptive on one hand, but **succinct and to the point** on the other. See if you can balance that act!

We expect the interview to last 4 hours with a lunch break. We will take other breaks to stay refreshed. During the interview, our Assessment Team will be taking notes. Don't be concerned, as it allows us to draw upon our notes in finishing the assessment.

We are sending this document to you prior to the assessment to help you to be prepared. You will find a list of 13 topics covering the areas we will focus on. We are also including a short description of what we are looking to discover about your ministry history in each area. We trust this will help in your preparation.

Please know that our conversation is confidential, therefore we hope you will be free to respond openly.

Blessings in Christ,

(District Multiplication Leader's Name Here)
Church Multiplication Coordinator
(District Name Here)

13 COMPETENCIES OF AN EFFECTIVE MINISTER

Note: Regarding your answers, we are not interested in theory, but rather experience. It is not as important what you think about a certain subject, but what you have specifically done in the past. Note under each heading what we are seeking to understand about you!

1. Visionizing Capacity

The ability to see a desired future beyond what exists in the present
The ability to persuasively sell vision to people
Approaches challenges as opportunities instead of obstacles
Demonstrated belief in God's capacity to accomplish great things

2. Personal Motivation

Proven commitment to excellence
Willingness to work long and hard
Self-starter, able to build from nothing
Aggressive, yet positive. Takes initiative

3. Creating Ownership of Ministry/Building a Core Team

Instills in the people a personal responsibility for the growth and success of ministry
Trains leaders to reproduce leaders
Establishes a congregational identity, unity and commitment to the vision
Avoids imposing unrealistic goals upon people for which they cannot claim ownership

4. Reaching the Unchurched

Communicates in a style that is understood by the unchurched
Moves and functions in the "personal space" of the unchurched without fear
Quickly makes friends with unchurched people, getting to know them on a personal level
Intentionally breaks through barriers erected by the unchurched

5. Spousal Cooperation

Models wholesome family life before church and community
Deliberately plans for, and protects private family life
Has explicit agreement regarding each partner's role and involvement in ministry
Evaluates the consequences of ministry demands upon the children

6. Relationship Building

Gets to know people, understanding that deep relationships is the basis for ministry
Make others feel secure and comfortable in their presence
Appreciates and accepts a variety of people with different backgrounds & cultures
Works to restore rifts in relationships

7. Commitment to a Healthy Reproducing Church

Believes in church health & reproduction as a Biblical model.
Embraces the goal of becoming a financially self-supporting church
Commitment to being a lifetime learner
Commitment to multiplication of ministry

8. RESPONSIVENESS TO COMMUNITY

Understands the culture of the community
Identifies, assesses and responds to the needs of the community
Does not confuse what the community needs with what the church wants to offer
Responds to community needs on a prioritized basis so that resources are best used

9. GIFT UTILIZATION

Ability to discern/discover spiritual gifts in others
Matches the gifts of people with ministry needs, creating opportunities if necessary
Avoids personal overload by empowering people effectively for ministry
Does not prematurely assign ministry positions before people are adequately equipped

10. FLEXIBILITY AND ADAPTABILITY

Copes effectively with constant and abrupt change
Ability to handle multiple tasks at the same time
Adapts oneself and one's methods to uniqueness of the particular situation
Make mid-course adjustments as the needs of ministry changes

11. BUILDING BODY COHESIVENESS

Helping a group to work together while handling disagreement or divisiveness
Quickly incorporating newcomers into a network of relationships
Utilizing groups effectively giving meaningful involvement
Deals with conflict assertively, constructively and tactfully

12. RESILIENCE

Has gone through "hell" and can talk about it
Goes through setbacks without experiencing defeat
Rebounds from loss, disappointments and failure
Able to sustain oneself emotionally and physically through very difficult times

13. Exercising Faith

Has a demonstrated ability to risk, trusting God for the outcome
Willingness to be patient, waiting for answers to specific prayer requests
Demonstrates how one's convictions are translated into personal & ministry decisions
Possesses the personal characteristics of Expectation and Hope

May 19, 2003

(Mailing Address Goes Here)

Dear Church Planter,

Greetings in the name of the Lord Jesus Christ! Thank you for expressing your interest in church planting opportunities in the *(District Name Here)*. Your desire to serve the Lord is evident and greatly appreciated.

God is doing a mighty work here in the *(District Name Here)*. There has been tremendous interest from all around the country to be involved in what God is doing. I received your contact with our Office as being from the Lord, and am privileged to partner with you in discovering if His will for your life includes planting a vital, healthy reproducing church in our District.

Your interest was directed to me, because I oversee Foursquare's church planting efforts in the *(District Name Here)*. In order for us to complete our initial evaluation, please complete and return the following:

- **Application for Church Planting Consideration**. Please complete the enclosed application.
- **Resume**. Please forward a current resume.
- **References**. Please forward names, phone numbers and addresses of three leaders who know you well, and with whom we can speak to discuss your qualifications.
- **Information Release Form** - Please be sure to read this form carefully and sign this document prior to returning it to the District Office.
- **Statement of Calling**. Briefly describe the direction you feel God is leading you. Be as specific as possible as to location, type of ministry, etc. Share the vision God has spoken to your heart.
- **Personal Profile**. Please complete the enclosed questionnaire, per instructions.
- **Photograph**. Please attach a recent formal photograph of you and your spouse (approx. 2" X 3").
- **Sermon Tape**- If one is available, please send an audio copy of your best sermon! We will return it upon request.

Enclosed, you will find some additional information regarding the *(District Name Here)*, as well as a description of the process you can expect as we move along this road together. I will be in contact with you once the requested items are received. If you have any questions, please feel free to call me directly.

May the Lord continue to bless you and lead you into His will.

Serving Him with You,

(District Multiplication Leader's Name Here)

Church Planting Coordinator

(List District Here)

APPLICATION FOR CHURCH PLANTER CONSIDERATION

Please fill out and return to the District Name _____ Date: ____/____/____

Personal Record

- 1. Full Name: _____
- 2. Social Security: _____
- 3. Date of Birth: _____ Male ___ Female ___
- 4. Hm Phone: () ___-____ Wk Phone: () ___-____
- 5. E-Mail Address _____
- 6. Home Address: _____
- 7. Mail Address: _____
- 8. Marital Status: ___Single ___Widow/er ___Engaged
___Divorced ___Married ___Remarried*
- 9. Language _____
- 10. Ethnicity _____
- 11. Foursquare License History ___ None ___
Date International License Received _____
Date District License Received _____
- 12. Are you a US Citizen? ___Yes ___No
If not, do you have a legal residency?
___Yes ___No INS Status _____
If no, are you legally able to work in the United States? ___Yes ___No

(*Attach a separate sheet with date of divorce/s, remarriage/s along with circumstances and date of salvation)

(Note: If you do not have legal residency, please attach a separate sheet explaining your personal status with U.S. Immigration.)

Spouse Information

- 1. Spouse Name: _____
- 2. Social Security: _____-____-____
- 3. Date of Birth: _____ Male ___ Female ___
- 4. Wedding Anniversary: _____
- 5. Is spouse in agreement with and supportive of your decision?
___Yes ___No
- 6. Children: Name Birth Date
Under 18 _____

- 8. Language: _____
- 9. Ethnicity: _____
- 10. Foursquare License History: ___ None ___
Date International License Received _____
Date District License Received _____
- 11. Are you a US Citizen? ___Yes ___NO
If not, do you have a legal residency?
___Yes ___No INS Status _____

(Note: If you do not have legal residency, please attach a separate sheet explaining your personal status with U.S. Immigration.)

Ministry

1. Current Ministry Position _____ Appointment Date: _____
2. If assisting, are you? ___ Part time ___ Full time
3. Hours devoted weekly to current ministry? _____
4. Describe Responsibilities: _____

5. Monthly financial support from current ministry (including housing allowance) \$ _____
6. Prior Ministry (include all ministry, Foursquare and other)

Church	City State	Avg. Attendance	Position Held	Dates

Education

	SCHOOL	GRADUATION DATE	NO. OF YEARS	DEGREE
1.	___LIFE San Dimas			
2.	___LIFE East/MVBC			
3.	___LIFE Canada			
4.	Seminary			
5.	Other Theological Training			
6.	College			
7.	Other Schooling			
8.	High School			

Doctrine

1. When were you converted? _____
2. Where were you converted? _____
3. Have you received the baptism in the Holy Spirit with evidence of speaking in tongues? _____
4. Will you pray for individuals to be baptized with the Holy Spirit with evidence of speaking in tongues?
 ___ Yes ___ No

5. If no, explain: _____

(Please note that this issue does not automatically disqualify an applicant, but would lead to productive dialog)

6. Do you believe in the free moral choice of man to backslide, apostatize and be lost? ___ Yes ___ No

Give Scriptural References: _____

Recommendations

Give three references. Please include those who can attest to your character, ministry experience and spiritual maturity.

Name	Address	Phone
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____

Finances

	DEBTS	MONTHLY PAYMENTS	OTHER DEBTS
1. Auto	\$ _____	\$ _____	Explain: _____
2. House	\$ _____	\$ _____	_____
3. Furniture	\$ _____	\$ _____	_____
4. Schooling	\$ _____	\$ _____	_____
5. Credit Card	\$ _____	\$ _____	_____
Total Debts	\$ _____	\$ _____	_____

For Applicants That Are Not Pacific Bible College Graduates

1. When were you introduced to the Foursquare Church? _____
2. Who introduced you the Foursquare Gospel? _____
3. What brought about your interest in securing Foursquare credentials? _____
4. Have you previously applied for Foursquare Credentials? ___Yes ___No
5. If you have previously held credentials from another denomination or religious group, please list:

<u>ORGANIZATION</u>	<u>CREDENTIALS</u>	<u>DATES HELD</u>

6. Are any of the above credentials currently in effect? ___Yes ___No

If application is approved and credentials granted, applicant is required to surrender all previous Non-Foursquare credentials. Are you willing to do so? ___Yes ___No

7. Have you ever, for any reason, been dismissed from another religious organization or had a credential revoked? ___Yes ___No

If yes, please explain, giving the name of the organization, phone number and reason for dismissal.

8. Have you or your spouse ever been accused of, convicted, charged with, or pled “no contest” to any felony or child abuse or any crime involving actual or attempted sexual or physical abuse of a minor or adult, including child molestation, sexual harassment, rape, seduction, or an inappropriate sexual approach to someone you were counseling?

___Yes ___No *(If yes please explain on a separate attached paper)*

9. Have you or your spouse ever been involved with adultery, or an other sexual misconduct?

___Yes ___No *(If yes please explain on a separate attached paper)*

<p><i>I verify that all of the above information I have supplied is factual and true.</i></p>	
<p>Signature: _____</p>	<p>Date: ____/____/____</p>

Personal Profile Questions

On a separate sheet of paper, briefly respond to each of the following...

- ✎ Describe your best example of building a project from the ground up.
- ✎ In what ways have you attempted to make yourself more effective in ministry?
- ✎ Describe someone you developed who is now developing others.
- ✎ In what ways do you now associate with un-churched people?
- ✎ How do you and your spouse balance the competing demands of ministry and family?
- ✎ Describe your ministry gifts and specialties.
- ✎ To what kind of people do you best relate?
- ✎ List previous church planting experience and training.
- ✎ How do you match individuals with ministry opportunities?
- ✎ How well do you manage multiple demands?
- ✎ Describe the steps you take to get a group of people to relate together as a cohesive team?
- ✎ How do you keep yourself going when the going gets tough?
- ✎ State your geographic preference and why.
- ✎ Are you willing to work at a secular job while planting? ___ Yes ___ No
(If no, please explain)

Church Planter Candidate File For...

NAME: _____ SPOUSE: _____

ADDRESS: _____

PHONE: (____) ____-____ E-MAIL ADDRESS: _____

Items	Date Req.	Date Recd.	Comments
Resume			
References			
Statement of Calling			
Candidate Application			
Information Release Form			
Pastoral Profile			
Photograph			
Background Check			
Sermon Tape			
Assessment			
CPI Notebook CPI			

Photo(s):

Candidate Criteria

NAME: _____ DATE: ____/____/____

MINISTRY CREDENTIALS

- Foursquare Credentials
- District License
- International License
- Ordination
- Other Credentials (With: _____)
- No Credentials

EXPERIENCE

- Professional Foursquare Ministry _____ years
- Professional Other Ministry (With: _____) _____ years
- Lay Ministry Experience _____ years
Describe: _____
- Foursquare Involvement _____ years

EDUCATION

- Bible College Degree (College: _____ Degree: _____)
- Other College Degree (College: _____ Degree: _____)
- College Courses, No Degree (College: _____)

<u>REFERENCES</u>	<u>COMMENTS</u>
Name _____	Phone _____

Reference for Church Planter Consideration

Reference by: _____ Day Time Phone Number ____/____/____
Please Print

Relationship to the applicant: _____

Applicant's full name: _____

How long have you known the applicant? _____

Is applicant doctrinally Foursquare? ____Yes ____No ____Unknown

Please check the appropriate box, which in your opinion best describes the applicant:

	Poor	Fair	Good	Excellent	Unknown
Character	<input type="checkbox"/>				
Dependability	<input type="checkbox"/>				
Intelligence	<input type="checkbox"/>				
Initiative	<input type="checkbox"/>				
Personality	<input type="checkbox"/>				
Personal appearance	<input type="checkbox"/>				
General health	<input type="checkbox"/>				
Attitude toward financial obligations	<input type="checkbox"/>				
Relationship with others	<input type="checkbox"/>				
Dedication to the ministry	<input type="checkbox"/>				
Concern for souls	<input type="checkbox"/>				
Attitude of loyalty to the Foursquare Church	<input type="checkbox"/>				

~please use the back of this page if necessary for the following~

If this person is married, how would you define the couple's marital relationship? _____

What position of ministry do you see this person fulfilling? _____

Explain some of the applicants strong or weak character traits. _____

What is this person's background and experience in the ministry? Specifically pastoral leadership...

How would you describe this person's passion concerning ministry. _____

Additional comments: _____

Signed: _____ Date ____/____/____ *This information will be held confidential.*

Please Return To: District Name Please return this form immediately to assist in the application process

Reference for Church Planter Consideration

Reference by: _____ Day Time Phone Number ____/____/____
Please Print

Relationship to the applicant: _____

Applicant's full name: _____

How long have you known the applicant? _____

Is applicant doctrinally Foursquare? ____Yes ____No ____Unknown

Please check the appropriate box, which in your opinion best describes the applicant:

	Poor	Fair	Good	Excellent	Unknown
Character	<input type="checkbox"/>				
Dependability	<input type="checkbox"/>				
Intelligence	<input type="checkbox"/>				
Initiative	<input type="checkbox"/>				
Personality	<input type="checkbox"/>				
Personal appearance	<input type="checkbox"/>				
General health	<input type="checkbox"/>				
Attitude toward financial obligations	<input type="checkbox"/>				
Relationship with others	<input type="checkbox"/>				
Dedication to the ministry	<input type="checkbox"/>				
Concern for souls	<input type="checkbox"/>				
Attitude of loyalty to the Foursquare Church	<input type="checkbox"/>				

~please use the back of this page if necessary for the following~

If this person is married, how would you define the couple's marital relationship? _____

What position of ministry do you see this person fulfilling? _____

Explain some of the applicants strong or weak character traits. _____

What is this person's background and experience in the ministry? Specifically pastoral leadership...

How would you describe this person's passion concerning ministry. _____

Additional comments: _____

Signed: _____ Date ____/____/____ *This information will be held confidential.*

Please Return To: District Name Please return this form immediately to assist in the application process

Reference for Church Planter Consideration

Reference by: _____ Day Time Phone Number ____/____/____
Please Print

Relationship to the applicant: _____

Applicant's full name: _____

How long have you known the applicant? _____

Is applicant doctrinally Foursquare? ____Yes ____No ____Unknown

Please check the appropriate box, which in your opinion best describes the applicant:

	Poor	Fair	Good	Excellent	Unknown
Character	<input type="checkbox"/>				
Dependability	<input type="checkbox"/>				
Intelligence	<input type="checkbox"/>				
Initiative	<input type="checkbox"/>				
Personality	<input type="checkbox"/>				
Personal appearance	<input type="checkbox"/>				
General health	<input type="checkbox"/>				
Attitude toward financial obligations	<input type="checkbox"/>				
Relationship with others	<input type="checkbox"/>				
Dedication to the ministry	<input type="checkbox"/>				
Concern for souls	<input type="checkbox"/>				
Attitude of loyalty to the Foursquare Church	<input type="checkbox"/>				

~please use the back of this page if necessary for the following~

If this person is married, how would you define the couple's marital relationship? _____

What position of ministry do you see this person fulfilling? _____

Explain some of the applicants strong or weak character traits. _____

What is this person's background and experience in the ministry? Specifically pastoral leadership...

How would you describe this person's passion concerning ministry. _____

Additional comments: _____

Signed: _____ Date ____/____/____ *This information will be held confidential.*

Please Return To: District Name Please return this form immediately to assist in the application process

**(District Name Here)
Church Planter Information
Authorization/Release Form**

I, (please print) _____ having filed an Application for Church Planter Consideration with the (District Name Here) of Foursquare Churches, consent to have an inquiry made as the conduct of my personal affairs, my moral character, professional reputation and fitness for the ministry. I also agree to provide any further information, which may be required in reference to my past history.

I authorize and request every person, firm, company, corporation, governmental agency, court, association, church, educational facility, or any institution having control of any documents, records and other information pertaining to me to be furnished to the (District Name Here) District of Foursquare Churches. I hereby release the (District Name Here) District of Foursquare Churches to inspect and make copies of such documents, records and other information. I specifically waive any or all right I may have to inspect or review any information secured about myself.

I also hereby release, discharge and exonerate the (District Name Here) District of Foursquare Churches, it's agents and representatives and any person furnishing such information from any and all liability of every nature and kind arising out of the furnishing, inspection or usage of such documents and records.

I further state that I HAVE CAREFULLY READ THE FOREGOING RELEASE AND KNOW THE CONTENTS THEREOF. I SIGN THIS RELEASE OF MY OWN FREE WILL. This is a legally binding release, which I have read and understand, and a copy of this document is as valid as an original.

Signature

On the _____ day of _____, 200____.

Dear Sponsoring Pastor,

Thank you for your commitment to church multiplication. Church planting has a greater impact in winning souls for Christ than any other means of evangelism. We are excited to partner with you in seeing many people come to know Jesus and make Him Lord of their lives.

We have received an inquiry from (*Church Planter's Name*) about the possibility of becoming a part of our church multiplication efforts here in the (*District Name*). We have sent an Application Packet to them and will be assembling that shortly. It is our practice to initiate dialog with a potential church planter's Parent Pastor, Parent Church Network or Divisional Supt. as they perhaps better than anyone else can speak to the readiness issues we face in considering this person for future ministry.

Enclosed, you will find a packet of materials that will need to be completed in helping us to process the church-planting candidate. Below is a list of those items, including brief instructions as to what is needed. Please return everything to the (*District Name*) district office as soon as possible.

1. Recommendation of the Parenting Pastor: To be completed by yourself.
2. Personal Evaluation Worksheet- To be completed by a leader who has worked closely with (*Church Planter's Name*) and can speak to their character, gifting and fruitfulness.
3. Commitment and Statement of Impact- To be completed by yourself.

Finally, we want to express our gratitude for your vision and investment in (*Planter's Name*). We have come to understand that the furtherance of the Kingdom is dependent upon God sending laborers into the harvest field. But this simply cannot happen if leaders don't invest themselves into, emerging leaders who will take the baton we pass them and run with character, skill and determination.

Your input is invaluable as we move through the process of discovering this candidate's qualifications and readiness to plant a new Foursquare church. Again, thanks!

For the Harvest,

(*Church Multiplication Leader*)

(*District Office Name*) of Foursquare Churches

Personal Evaluation Worksheet

Evaluator's Name: _____ E-Mail: _____

Relationship to Applicant: _____ Phone: _____

Name (s) of Candidate _____

Please note that your responses will be held strictly confidential

On a scale of 1 – 5 please rate and comment on the following

1 = Deficient Intervention Needed	2 = Weak Immediate Attention	3. Average Attention Needed	4. Solid Can Improve	5 Strong And Growing
--------------------------------------	---------------------------------	--------------------------------	-------------------------	-------------------------

1. Team Player: _____ Score _____

2. Accepted and Liked by People: _____ Score _____

3. Ability to Communicate Vision: _____ Score _____

4. Recruits & Releases People into Ministry: _____ Score _____

Personal Evaluation Worksheet (continued)

On a scale of 1 – 5 please rate and comment on the following

1 = Deficient Intervention Needed	2 = Weak Immediate Attention	3. Average Attention Needed	4. Solid Can Improve	5 Strong And Growing
--------------------------------------	---------------------------------	--------------------------------	-------------------------	-------------------------

5. Followed by Others: Score _____

6. Healthy Marriage & Family: Score _____

7. Resiliency: (Bounces back after setbacks) Score _____

8. Spiritual Disciplines Evident: Score _____

9. Organized & Efficient: Score _____

10. Manages Money Well: Score _____

Commitment & Statement of Impact

We know that birthing a new church will inevitably impact a Parenting Church. We want to understand exactly what your investment will be, as well as the potential impact this effort will have on the parenting church. We appreciate your faith, generosity and love for the Harvest!

Commitment of the Sending Entity *(Please check appropriate boxes & comment)*

- Prayer- Mobilizing the congregation for strong prayer involvement

- Resources- Allowing the church planter to the use of church space, equipment, phone and office help, people to help with mail-outs, phoning etc.

- Emotional Support- Remembering church planter’s family birthdays, anniversaries, Christmas, Pastor Appreciation month, etc.

- Launch/Core Team Members- What families do you see your church (s) being able to send?

- Finances- Monthly support given during the first year? Second year?

- Other - Please describe: _____

Statement of Impact on the Sending Entity *(Please summarize the blessings & challenges you foresee)*

Phase 2

Assessment Information Gathering - The Behavioral Interview

Phase Two: Assessment Information Gathering The Behavioral Interview

Step One: Preparing for the Behavioral Interview:

A site for the assessment should be selected that includes the following:

- A warm, clean environment with comfortable seating arranged for conversation not interrogation.
- Bathroom facilities with convenient access.
- Food and beverages provided in appropriate quantity.
- Privacy and freedom from distractions or interruptions by people not directly involved in the interview. Children should be cared for by other caregivers and not be present at the interview itself.

The District Supervisor or District assessment leader will schedule a five (5) hour block of time for an interview with the prospective planter and an assessment team.

Time blocking for the interview may go as follows:

- | | | |
|---|----|--|
| <ul style="list-style-type: none"> • Round One 60 minutes Break- 10 minutes • Round Two 60 minutes Break- 20 minutes • Round Three 45 minutes • Wrap-Up | OR | <ul style="list-style-type: none"> Round One 1 hr. 40 min. Break- 20 min. Round Two 1 hr. 40 min. |
|---|----|--|

It is important to set the times prior to the onset of the interview

The assessment team meets at least one hour prior to the assessment to complete preparations for the interview. These include:

- **Familiarize yourself with the candidate before the interview.**
 - Review the application form and references for the potential planter.
 - Use the background information as stimulus material for inquiry into various performance areas.
- **Eliminate the possibility of interruptions or distractions.** We want to demonstrate respect for our prospective planters and be efficient in our use of everyone's time.
- **Create a comfortable environment.**
 - Remove physical or psychological barriers.
 - Check to insure the interview setting is open and inviting.
 - Have refreshments available.
- **Have a box of Kleenex available.**
- **It can be helpful to have a clock visible to the team but not in the planter's direct line of vision**
- **Be on time for the interview.** This shows respect for the candidate and recognizes that their time is just as valuable as yours.

Training Exercise

Put yourself in the planters' shoes...
How do you think they feel coming into this interview?

Brainstorm at your table what you can do to set the planting couple or individual at ease? Record your ideas.

Step Two: The Interview Process

Guidelines and Overview of the Interview Process

- ⇒ **Offer an opening statement.** The lead assessor will do this. Following are some sample statements: The opening statement should always include these elements:
 - ⇒ 1. Information regarding restrooms and refreshments
 - ⇒ 2. Explanation for planter of how the interview will proceed and the notes that will be taken.
 - ⇒ 3. Permission to nudge the interview along as necessary.
 - ⇒ 4. Permission to help ask a question or clarify
 - ⇒ 5. Confirm confidentiality.
 - ⇒ 6. Planter opportunity to ask any questions they might have about the process.
 Following are some sample statements:

Sample Opening Statements

“This is an opportunity to paint a picture that should assist both you and Foursquare in considering your future ministry. Please don’t look upon this as a mysterious process, although we’ll ask a lot of interesting questions. We’re going to cover a lot of territory today. I’ll ask you to be descriptive on one hand, but succinct and to the point, on the other. See if you can try to balance that act. If we get bogged down, I’ll nudge us along. It is important that we cover all our bases.”

“Generally, I expect the interview to last 3 1/2 to 4 hours, give or take a little. If you feel the need at some point to refresh yourself, let us know, and we’ll take a short break. You already know where the rest rooms and beverages are located. You’ll notice that while we’re in conversation, our assessors will be taking notes. That’s because we want to be as accurate, complete and descriptive as possible. After the interview, we find it better to draw upon what we have written on paper than what’s in our heads.

Finally, you should know that our conversation is confidential. You, the District Supervisor and your parent church pastor (where applicable) are the only ones who have access to the results. Therefore, I hope you’ll feel free to respond openly.”

“Are there any questions that you might have? (Pause. Answer questions.) If you’re ready, let’s begin.”

- ⇒ **Please help the planting couple feel at ease.** God is in control. The assessment is not a do or die proposition. It is one step of many, and is intended to be a benefit to the planter. Please check to be sure the planter has signed the release form.
- ⇒ **Look for a track record of behavior, not simply good intentions.** The interview is based on the premise that past behavior is the best predictor of future ministry.
- ⇒ **Suspend personal judgement.**

- ⇒ **Pace the interview** to allow you to cover all thirteen qualities that have been identified as key behavioral categories in successful planters. Make opportunity for silence...potential planters need pauses to offer thoughtful responses.
- ⇒ **Keep the planter focused on actual experiences, instead of dwelling on future plans.** Vision casting is one of the attributes that is being evaluated, and is critical to the success of a church plant, but the assessment is not a forum for vision casting.
- ⇒ **Ask open-ended questions** instead of 'Yes/No' questions. If either person answers a question with a simple 'Yes' or 'No', then rephrase the question and try again.
- ⇒ **Listen carefully, and help the planter stay on track** in answering the questions that you have asked.
- ⇒ **Ask follow-up questions**, to get to a more in-depth understanding of the couple.
- ⇒ **No recruiting** during an assessment.
- ⇒ **Enjoy yourselves!** Keep in mind that this is to be a very relational approach.
- ⇒ **Give feedback on the participation of the planter in the process**, but avoid offering evaluation on the substance of the interview. Thank the planter for his/her time and effort. **Note:** This is very important! The assessment team must have the benefit of collaboration before feedback is offered.

Your goal is to produce a written report that describes the planting couple or individual's demonstration of the 13 attributes described later in this section. This report is a valuable tool in helping Supervisors make an informed decision on offering support to planters, particularly across Districts and where the prospective planter has recently come into our denomination. This report also gives the potential planter a snapshot that suggests his or her next steps.

Skill Training for the Interview Process

Three primary skills needed for the behavioral interview:

1. Asking good questions.
2. Listening attentively.
3. Recording what you hear with enough clarity and completeness to provide the lead assessor with the information needed to produce a complete report for the appropriate Supervisor and /or parent church pastor.

SKILL #1: Asking Good Questions

Characteristics of good questions:

- a. Seek past behavior.
- b. Require specific examples with names. Whenever “we” is used, ask for specific name/s.
- c. No leading questions.
- d. Avoid yes/no questions. (Key words that start yes/no questions) Yes/No questions often start with Can; Did; Do; Will; Is; Would; Could; Have. Open-ended questions begin with What; How; Tell; Describe; Identify; Elaborate; Give; Share
- e. You are seeking to discover at least 3 examples of each behavior category.

A. Open-ended inquiry:

Exercise: Select one quality characteristic and write two open-ended questions that require a prospective planting couple or individual to share how they have demonstrated that quality in their behavior. Pair up with someone at your table and try them out on them. Take notes on their responses for later use. Offer feedback to one another.

B. Follow-up Probing:

Exercise: Using the notes you gleaned from your “partner” in the previous exercise, craft at least two follow up questions to the first two you asked. Now pair up with the same person again and ask your follow up questions. Take notes on your “partner’s” responses. Offer each other feedback on the effectiveness of your questions.

C. Second and Third level questions:

Exercise: Using the notes you took from your follow up probing, craft some second and third level questions for your “partner”. Practice asking these questions of your partner and record pertinent notes.

SKILL #2: Listening Attentively

Exercise: Write a paragraph about the person you paired up with in the previous exercises regarding how the particular quality you were asking about has been demonstrated in his/her life. Read this back to them and have them offer feedback on how well you captured what they shared with you earlier.

Exercises: Your best listening practices: Compile a list of your table group’s best listening practices and be prepared to share that with the larger group.

SKILL #3: Recording the information you heard in a clear, accurate and complete manner.

This will be practiced later in the training.

Interview Training Exercise: The Mock Interview

All assessors being trained are placed in “assessment teams” at table for training purposes. Each of these teams will have the opportunity to conduct a one-hour mock assessment with a couple or individual already deployed as a planter. During this hour they will cover 4 quality characteristics with approximately 15 minutes to ask questions regarding each quality. Each team will have a trainer assigned to them who will guide them through the process and offer feedback as they practice in a “pretend” interview setting.

As Necessary Given Training Group:

Video or Trainer Demonstration of good questions with follow-up probing and second and third level questions: The trainers will model an interview around one quality characteristic followed by observations from the group OR a video of a live assessment will be shown followed by observations and questions from the group

Concluding the Interview:

1. The lead assessor is responsible to make sure they are satisfied that a full picture is being gathered about the planter(s). Better, more targeted questions are always the goal.
2. As the interview is coming to an end, ask the prospective planters if there is anything they would like to add to what they have already shared or if they have any questions for the team.
3. Once the assessment is finished, the lead assessor will thank the planter(s) and release them with information on when they can expect the assessment to be finished, and an understanding on how/when the assessment debrief will take place. Conclude the assessment with prayer for the couple or individual being assessed.
4. During the private post-assessment meeting, both assessors will offer observations from the interview with the planter(s). An overall evaluation of the interview process is also taken at this time. The lead assessor will emphasize the importance of complying with the report deadline.

*****This will conclude the first day of training.**

The Second day will begin with doing actual assessments in teams with a trainer present in each group. Following the assessments will be a debrief time for each assessment group and their trainer to evaluate their interview.

PHASE 3
EVALUATING THE INFORMATION AND REPORT GENERATION

PHASE 3: EVALUATING THE INFORMATION AND REPORT GENERATION

Once all essential information has been gathered using the recommended pre-assessment and assessment tools, the assembled information is evaluated and an assessment report is generated. This report forms the basis of a subsequent interview with the church planting couple where they are debriefed as to the outcome of the assessment and are instructed regarding the next steps.

Step 1: Evaluation of Information

Evaluate all information gathered from application, pre-assessment and assessment tools for the purpose of affirming the following areas:

Category A: Call:

Information Source

- Statement of Calling: Directions letter - Page 30
- Application For Church Planter Consideration Ministry # 1 - Page 31
- References for Church Planter Page 39 - 41
- Recommendation From Sponsoring Pastor - Question # 4, if Parent Church, PCN or Division is sponsoring- Page 44

Category B: Character:

Information Source

- References From “Application for Church Planting Consideration.” - Page 39 - 41
- Questions from Application for Church Planter Consideration - Page 31 - 38
- “Recommendation From Parenting Pastor“ - Page 44 - 48
- “Personal Evaluation Worksheet” (Parenting Pastor) - Page 45 - 46

Category C: Competency

Information Source:

- Behavioral Interview responses with rating norms. - Assessor’s notes
- Pre-assessment Profile (Grade using Rating Norms) - Page 35
- Recommendation from Parenting Pastor (Sponsoring Pastor’s Packet) - Page 44 - 48
- Personal Evaluation Worksheet (Sponsoring Pastor’s Packet) - Page 45 - 46

Category D: Context

The context of where one serves as a church planter, i.e., putting the right people in the right places is important and should be largely determined by one’s affinity with that particular ethnicity, culture, age group and previous experience and fruitfulness in a similar context. Please note: Cross-cultural gifts should be evident in a person with that context as a focus.

Information Source:

- Statement of Calling
- Application for Church Planter Consideration (Deals with language and ethnicity factors)
- Personal Profile Questions - Questions # 7 & 13
- Recommendation from Parenting Pastor - Perhaps parenting pastor could make a statement regarding potential church planter’s ministry focus group if needed.

Step 2: Generation of Assessment Report

Each assessment team member generates a report for the qualities they were assigned by the lead assessor, using the template provided on the cd and on pages of this workbook.

- Using the template provided following the rating norms, make descriptive comments in sentence form capture the essence of the data gathered and back up all descriptive phrases with relevant data (i.e. examples!). You may use paragraph form or statements followed by bulleted examples of behavior that supports the statements.
- Grade Assessment Questionnaire using Rating Norms. Each team member should do this comparing its interview notes as well as reviewing the pre-assessment profile. The rating norms and how to use them are provided for you on the following pages under this section.

Training Exercise: Let's Practice!

Using the information you gathered in the real assessment you did earlier today, write up a report on one of the qualities you were assigned but do not score the prospective planter for that behavior yet. When you are finished, each of you share your report with your trainer and receive feedback. Make any necessary adjustments to your report.

Using The Rating Norms

Step 1: Read through the rating norms for each attribute and compare them with your written observations of the behaviors demonstrated by the prospective planter as collected in the interview and pre-assessment material. Check the boxes in the rating norms that reflect your planter's behaviors.

Step 2: Assign the appropriate rating score based on the information you collected in regards to that attribute. **Use only half number increments**, 1; 1.5; 2; 2.5; 3; 3.5 and so on to distinguish their behavior more accurately.

Giving a Mixed Rating: A mixed rating (two scores representing the same quality as both high and low in a leaders life) should be assigned when either of the following situations exist:

- Scope of Experience:** The potential planter has several behavioral examples but they are limited to a brief time period or a single ministry or work context.
- Conflicting Behaviors:** The potential planter has lots of examples in one competency but at the expense of another.

Trainer Exercise:

Trainer will lead you in a demonstration using the two steps listed above.

CAUTIONARYNOTE: *While the system of rating norms presented here has been carefully forged out of significant effort and experience, it is not just a numbers game. People are far more complex than rating norms can effectively reflect. Care must be taken in the use of such a system of assigning numbers to people's characteristics so that potential abuses do not occur.*

BEHAVIORS, BEHAVIORS, BEHAVIORS! *We are looking at what a potential planter has done, not "could have, should have or would have," and not future tense.*

Step 2: Generation of Assessment Report (continued)

Training Exercise: Practice applying the rating norms:

Part 1: Using the rating norms score the assessment report provided for you at your table. When finished, your trainer will ask each of you to share some of your scores and explain why you selected those scores. Be prepared to receive feedback from your trainer.

Part 2: Now score the quality you have written a report on from the real assessment you participated in this morning. Remember to use the rating norms for that quality

Each assessor writes a report covering the competencies assigned to them using the template provided. They also include assets, liabilities and concluding remarks. This report is sent to the lead assessor who merges the report of the team members into one. Each assessor scores the qualities they were assigned using the rating norms. The Lead Assessor collects the reports of the other team members then compiles the overall report and sends it back to the Assessment team for one final review prior to sending it to the District Supervisor and other designated personnel. The Supervisor is responsible to send the report to the prospective planter prior to the debrief interview.

- Compile the report using the template as a guide provided on the following pages. Refer to any pre-assessment information gathered earlier that is pertinent to the report and include it in your final written account.
- Be sure to do a spelling and grammar check before you send the report to the appropriate leaders.
- Send the completed report to the District Supervisor, the Parent Church Pastor/Sponsoring Pastor (when applicable) and the Planting Couple or Individual.

EVALUATION GUIDE AND RATING NORMS

1. Visionizing Capacity

Generates vision, initiates plans and builds significant projects from the ground floor up

Qualities:

1. The ability to see a preferred future beyond the present
2. Develops a theme which highlights the vision and philosophy of ministry
3. Persuasively sells the vision to people
4. Approaches challenges as opportunities instead of obstacles
5. Copes effectively with non-visionizing people
6. Does not erect artificial walls to limit the capacities of God, self or others
7. Believes in God's capacity to accomplish great things

Rating Norms:

High (4-5)

- 1. Has an extensive history of starting projects, organizations or businesses from "scratch" that continue to be successful after candidate leaves.
- 2. Demonstrates a go for it attitude and is a catalyst who initiates in most areas of life.
- 3. Consistently keeps the vision at the forefront in innovative and memorable ways, which engender participation from others.
- 4. Has consistently envisioned medium to long-range projects that successfully met or exceeded initial goals.
- 5. Has a track record of securing significant funds, manpower and other donated resources to accomplish major undertakings.
- 6. In the past, his/her vision has proven so powerful that obstacles were swept aside. He/she overcame obstacles by reiterating the vision and rallying deeper commitment.

Medium (2.5-3.5)

- 1. Has started and built at least one project, organization or business which has seen moderate success.
- 2. Initiates when particularly competent in an area, but many times follows the plans of others rather than leading out with his/her own.
- 3. Communicates vision through normal means with little innovation or in an inconsistent manner. Some followers can remember the vision if prompted.
- 4. Primarily sets and meets short to mid term goals, but can project farther into the future at times.
- 5. Has been able to raise funds and recruit help on a small or narrow basis.
- 6. Has demonstrated a firm grasp of his vision, but when challenged by an obstacle, pursuit of the vision may have slowed down while those obstacles were dealt with.

Low (1-2)

- 1. Has little or no history of starting projects, organizations or businesses from "scratch" and/or builds very small or very narrow.
- 2. Has initiated when necessary or when told to do so, but prefers to respond to situations, or to others. He/she does not normally take a bold and active lead.
- 3. Has little or no ability to think out of the box and design new strategies for communicating vision; can only adapt.
- 4. Gets absorbed by current duties and has difficulty seeing what needs to be done even three months ahead for most projects.
- 5. Is knowingly or unknowingly resistant to asking for financial help or recruiting volunteers.
- 6. Has had ideas blocked and has limited experience in overcoming obstacles.

EVALUATION GUIDE AND RATING NORMS (CON'T)

Personal Motivation

Demonstrates the ability to be a self-starter who works with diligence and excellence

Qualities:

1. Commitment to excellence
2. Tenacity and persistence
3. Aggressively, yet positively, takes the initiative
4. Willing to work long and hard
5. Self-starter, willing to build from nothing
6. High energy and vitality level; physical stamina

Rating Norms:

High (4-5)

- 1. Maintains a hectic, demanding schedule and remains highly energized.
- 2. Thrives on accomplishing numerous tasks in a day; has excellent time management skills and faces new responsibilities with verve.
- 3. Has a history that clearly shows this person is a self-starter who does not require outside motivation to accomplish his tasks.
- 4. Consistently gives ones very best to whatever he/she does and is motivated to do better than many others.
- 5. Has demonstrated personal integrity in life and the workplace by keeping his word even when situations turned negative or in potentially compromising situations.

Medium (2.5-3.5)

- 1. Is able to handle a very demanding schedule on an intermittent basis and has a slightly above average energy level overall.
- 2. Is a solid, dependable worker who gets an average amount of work done in a day.
- 3. Generally gets his work done on time, but can procrastinate and does better work when in a structured environment. Consistently utilizes some form of time management tool.
- 4. Is motivated to do well, but puts forth mediocre efforts at times.
- 5. Fulfills commitments a majority of the time but has some record of compromise.

Low (1-2)

- 1. Has trouble when required to put in extra hours and has little energy to spare.
- 2. Looks for excuses to put work off and does not like to take on additional responsibilities.
- 3. Has a track record of procrastination or lack of discipline resulting in missed deadlines, meetings, etc.
- 4. Relies on outside factors to provide reasons to achieve.
- 5. Compromises convictions often.

EVALUATION GUIDE AND RATING NORMS (CONT)

3. Creating Ownership of Ministry

Passes on the baton of ministry so that others continue the race

Qualities:

1. Trains leaders to reproduce leaders
2. Instills in the people a sense of personal responsibility for the growth and success of ministry
3. Helps people to “buy in” and feel personally responsible for the growth and success of the church
4. Establishes a congregational identity, unity and commitment to the vision
5. Avoids imposing unrealistic goals on people for which they cannot claim ownership

Rating Norms:

High (4-5)

- 1. Has an extensive track record of inspiring others to commitment and mobilizing them to fill ministry positions.
- 2. Actively pursues others who can handle tasks and generously gives away responsibility.
- 3. Has a track record of constantly developing others to their potential. Have many examples of launching people into higher levels of responsibility and ministry.
- 4. Have multiple examples of individuals he/she has disciplined and mentored who have gone on to reproduce themselves.
- 5. Is extremely effective at influencing others to take on leadership roles, make significant commitments and sacrifices in bringing candidate’s vision to reality.

Medium (2.5-3.5)

- 1. Recruits people for tasks, but has some record of doing so in a narrow or limited manner.
- 2. Delegates when overwhelmed, when obvious needs present themselves or on an inconsistent basis.
- 3. Has a generally good track record of developing others for tasks, but has neglected coaching many of them to deeper levels of identity and responsibility.
- 4. Has attempted to disciple others but has only some success with those, whom he has disciplined, reproducing themselves.
- 5. Gets others excited about ministry and rallies the troops to accomplish vision, but may do so without releasing significant leadership of the ministry to others.

Low (1-2)

- 1. Has a difficult time asking for commitment from others or manipulates others to take on responsibilities.
- 2. The candidate controls ministry, he/she only releases tasks that he/she is not gifted for.
- 3. Is generally blind to the areas that need development and coaching in others.
- 4. Does not possess a multiplication mindset, but an addition mindset.
- 5. Complains that his/her followers lack vision and commitment or are apathetic.

EVALUATION GUIDE AND RATING NORMS (CONT)**4. Reaching the Unchurched**

Consistently reaches out to the unchurched and influences them towards relationship with Christ and the church and has a practiced value for evangelism

Qualities:

1. Communicates in a style that is understood by the unchurched
2. Develops rapport, breaks through barriers and encourages unchurched people to examine themselves and commit to a walk with God
3. Understands the “psychology” or mentality of the unchurched
4. Moves and functions in the “personal space” of the unchurched without fear
5. Quickly makes friends with the unchurched people, getting to know them on a personal level
6. Intentionally breaks through the barriers erected by the unchurched
7. Sees crises faced by the unchurched as opportunities to serve

Rating Norms:*High (4-5)*

- 1. Enjoys building relationships with the unchurched in order to bring them to Christ and currently have numerous relationships, which are at various commitment levels.
- 2. Has multiple examples of bringing the unchurched to decision for Christ and evidences a knack for knowing when to introduce spiritual topics.
- 3. Has followed through on those he has personally led to Christ in order to ensure that they get assimilated into a local church.
- 4. Comfortably interacts with non-Christians and can often be found on their turf.

Medium (2.5-3.5)

- 1. Has effectively developed relationships with the unchurched, but has not yet made enough intentional effort to get onto the unchurched “turf” for more exposure and interaction.
- 2. Has built a relationship with and personally led at least one unchurched person to Christ.
- 3. Has a hit and miss record of assimilating new believers into the local church.
- 4. Understands non-Christians, but as a general rule does not hang out with them enough or evidences some limited redemptive influence because of compromise.

Low (1-2)

- 1. Has little experience building relationships with the unchurched and is uncomfortable doing so.
- 2. Has not personally led any unchurched people to make a decision for Christ.
- 3. Is careless about following up on new Christians and makes few efforts to bring them into the local church body.
- 4. Has a history of building relationships only with those who are already Christians.

EVALUATION GUIDE AND RATING NORMS (CONT)**5. Spousal Cooperation**

Collaborating as a husband and wife team in marriage and ministry

Qualities:

1. Has explicit boundaries regarding the use of home as an office
2. Creates a workable partnership, agreeing on ministry priorities, each partner's role and involvement in ministry and the integration of ministry with family life
3. Has an explicit agreement regarding each partner's respective role and involvement in ministry
4. Evaluates the consequences of ministry demands upon the children (if applicable)
5. Functions as a team through individual and collective action
6. Has a strategy for dealing with strangers
7. Models wholesome family life before church and community
8. Agrees upon and shares the ministry vision
9. Deliberately plans and protects private family life.

Rating Norms:*High (4-5)*

- 1. The couple has a clear understanding of, and commitment to, their roles in ministry and what they expect from each other.
- 2. Have established firm boundaries regarding all aspects of church and family life.
- 3. This couple evidences a solid, Godly, bombproof marriage. Their love and commitment to one another shines through clearly.
- 4. Their communication is open, honest and timely. They listen well to one another and actively put the other's needs before their own.
- 5. Both husband and wife are united in their desire for church planting. They are actively supporting one another in preparing for the possibility of church planting.

Medium (2.5-3.5)

- 1. The couple has a good idea of what ministry/roles each one is suited for, but so far they are not totally explicit. They also may have little track record of being tested in pressure ministry situations
- 2. Have some boundaries in place but enforcement of those boundaries may be sporadic.
- 3. This couple has gone through rocky times in their relationship with each other and they are not yet completely out of the woods. Things are currently going well.
- 4. They communicate, but not always in a healthy manner. They may need to improve in their communication skills in order to improve their marriage.
- 5. One of the partners has some reservations about church planting which are not yet totally resolved but is working towards clarity and resolution.

Low (1-2)

- 1. The couple is unsure of what roles best suit them. They have unclear expectations for what will be required of them.
- 2. They have little to no boundaries in place for handling the demands that ministry/work place on their family life.
- 3. This couple is in need of marriage counseling.
- 4. They have negative patterns of communication entrenched in their marriage and have conflicts which are marginally or totally unresolved.
- 5. One spouse is resistant to the idea and desires some kind of guarantees in order to feel comfortable moving forward.

EVALUATION GUIDE AND RATING NORMS (CONT)**6. Effectively Builds Relationships**

Evidences the ability to meet new people and build deep, lasting relationships

Qualities:

1. Responds with urgency to expressed needs and concerns of people
2. Takes the initiative in getting to know people with the understanding that deepening relationships is the basis for more effective ministry
3. Displays godly love and compassion to people
4. Gets to know people on a personal basis
5. Makes others feel secure and comfortable in their presence
6. Makes new people feel valued
7. Appreciates and accepts a variety of people from different backgrounds and cultures
8. Works to restore rifts in relationships

Rating Norms:*High (4-5)*

- 1. Has a track record of vigorously starting and pursuing relationship with others no matter what situation they are in.
- 2. Possesses tremendous people skills: good listener, warm, friendly, engaging, etc.
- 3. Is gracious and receptive when criticized. Takes a resolute look at the criticized area.
- 4. Evidences a wide scope of personal relationships at varying levels of intimacy. Receives and gives encouragement, comfort and support consistently in relationships
- 5. Is quick to drop their agenda and pitch in and help when a need becomes evident.
- 6. Easily appreciates and accepts a wide variety of people, even those with vastly different qualities.

Medium (2.5-3.5)

- 1. Builds relationships with others, but may only personally pursue a limited number or in limited settings.
- 2. Has good people skills, but may need growth in some interpersonal areas.
- 3. Handles criticism O.K. Does not hold it against the person who gave the criticism.
- 4. Has a good range of friends, but currently has few confidants or emotional supporters.
- 5. Will help out others when asked.
- 6. Majority of relationships are with people much like himself/herself and has a few friends that evidence significant differences.

Low (1-2)

- 1. Is a responder, not an initiator, when it comes to starting and building relationships.
- 2. Has an obvious flaw(s) in his people skills, which limits relational respect being ascertained.
- 3. Is defensive when criticized; shifts blame to others.
- 4. Has friends, but few are close. Is emotionally isolated from others.
- 5. Prefers to stay to himself/herself and does not like to respond to crisis problems.
- 6. Evidences a strong preference to keep with people who are similar to himself/herself.

EVALUATION GUIDE AND RATING NORMS (CON'T)

7. Commitment to a Healthy Reproducing Church

Embraces growing the church, both numerically and spiritually, and implements church health principles in an effective manner

Qualities:

1. Believes in a healthy reproducing church as a Biblical model.
2. Has multiplied a group, a ministry or some other venture with sustained health.
3. Appreciates steady and consistent growth within the context of spiritual and relational growth (more and better disciples)
4. Commitment to being a lifetime learner
5. Establishes the goal of becoming a financially self-supporting church within a specific period of time
6. Does not tend to fall into a ministry of maintenance
7. Sees the church project within the larger context of God's kingdom

Rating Norms:

High (4-5)

- 1. Has sought and received extensive training in church health principles and evidences a depth of understanding regarding what constitutes health.
- 2. Have several examples of ministries growing under candidate's leadership.
- 3. Has multiplied leaders, ministries or other ventures.
- 4. Critically evaluated and internalized health practices or principles that led to actual growth.
- 5. Has drive to grow the church and channels that drive into healthy action
- 6. Proactively adjusts and adapts when ministry or projects decline or grow rapidly.

Medium (2.5-3.5)

- 1. Is familiar with church health principles but may lack current understandings or have a narrow focus.
- 2. Has implemented church health principles in at least one key area related to Church planting, e.g. small group multiplication, leadership development, sensitivity to unchurched, purposed based programming etc.
- 3. Has an example of growing a ministry, business or church, but growth may have been average or sporadically realized.
- 4. Has a desire to see the church grow, but tends to get frustrated or distracted when church does not grow quickly.
- 5. Functions well in certain growth situations but may not yet have skills to adapt in others.

Low (1-2)

- 1. Is not familiar with church health principles and has no record of actively seeking out training or tools beyond those imposed upon him by others.
- 2. Have no examples of proactively addressing a lack of growth in a ministry or project.
- 3. Has yet to lead a ministry or other venture to growth.
- 4. Does not critically evaluate, adapt or implement principles for growth.
- 5. Is preoccupied with the growth of the church or ministry for unhealthy reasons. Church growth may be tied in with ego or candidate may not be growth oriented at all.
- 6. Unaware of the nature or demands of church health upon the "point person" leader.

EVALUATION GUIDE AND RATING NORMS (CON'T)

8. Responsiveness to the Community

Understands local communities and implements culturally responsive ministries

Qualities:

1. Adapts ministry to the culture and needs of the local residents
2. Understands the culture of the community
3. Identifies, assesses and responds to community needs
4. Responds to community needs on a priority basis so that resources are most efficiently used
5. Determines successes and failures of other organized religious attempts to respond to community needs
6. Does not confuse what the community needs with what the church wants to offer
7. Acquires an understanding of the character and “pulse” of the community
8. Adapts the philosophy of ministry to the character of the community

Rating Norms:

High (4-5)

- 1. Has demonstrated repeatedly the ability to assess and understand community needs.
- 2. Have multiple examples of developing programs, which met specific needs in the community.
- 3. Has a significant record of growing the church through reaching out to a specific community felt need or people group.
- 4. Have many examples of adjusting ministry philosophy in order to be more effective with a local community.
- 5. Is proactive in meeting time critical needs of a community; mobilizes resources in a timely manner.

Medium (2.5-3.5)

- 1. Has discovered needs in the community, but did so haphazardly.
- 2. Has made attempts to put on events or host programs that met needs in the community with some success and some failure.
- 3. Has developed one or two ministries in the community, which have increased the church.
- 4. Have one or two examples of trying something new in order to meet the needs of the local community and of making mid-course or major adjustments for more effective.
- 5. Has joined efforts of others or sporadically sought to help when the community evidenced a pressing need.

Low (1-2)

- 1. Has largely ignored the local community surrounding the church.
- 2. Evidences an approach to ministry that neglects the needs of the community.
- 3. Have no examples of intentionally building the church through community outreach.
- 4. Sticks with his philosophy and style of ministry regardless of location or situation.
- 5. Is insulated from the community and has no track record of responding to community needs.

EVALUATION GUIDE AND RATING NORMS (CON'T)

9. Utilizes Giftedness of Others

Assesses, develops and releases others to serve in their area of giftedness

Qualities:

1. Equips and releases people to do ministry according to their spiritual gifts
2. Releases and equips people to meaningful tasks of ministry
3. Discerns spiritual gifts in others
4. Matches the gifts of people with ministry needs and opportunities
5. Delegates effectively in areas of personal limitation
6. Avoids personal overload by delegating effectively
7. Makes sure that people are well-equipped before giving away ministry assignments
8. Avoids placing unwarranted restriction on other's spiritual giftedness

Rating Norms:

High (4-5)

- 1. Consistently evaluates the gifts of others and helps them discover their giftedness in a systematic way.
- 2. Discerns the gifts of others and hooks them into ministry tasks with a steady record of fruit produced from those ministries.
- 3. Have multiple examples of people whom he/she has intentionally and systematically equipped for ministry.
- 4. Gives ministry away to others easily, with a discerning eye towards readiness.

Medium (2.5-3.5)

- 1. Spots spiritual gifts in others and helps them identify them, but does so sporadically.
- 2. Attempts to use giftedness to direct people to ministry but tend to fill ministry positions more than helping people get to where they are most effective.
- 3. Provides equipping for others in narrow ways, e.g. only books, only outside seminars etc.
- 4. Releases ministry into the hands of others, but may have trouble putting people into ministry too soon or not releasing certain ministry.

Low (1-2)

- 1. Has little understanding about spiritual gifts and has few, if any, examples of helping people identify their gifts.
- 2. Seeks to fill ministry positions with warm bodies, regardless of giftedness.
- 3. Does not systematically nor intentionally develop others. Is not an equipper.
- 4. Controls ministry opportunities. Releases people to minister only in areas candidate is obviously weak.

EVALUATION GUIDE AND RATING NORMS (CON'T)**10.Flexible/Adaptable**

Negotiates change successfully while staying centered on the overall vision

Qualities:

1. Copes effectively with constant and abrupt change
2. Handles multiple tasks at the same time
3. Copes effectively with ambiguity
4. Adapts oneself and one's methods to the uniqueness of the particular church planting project
5. Shifts priorities and emphasis during various stages of church growth
6. Makes mid-course adjustments as the needs of ministry change.

Rating Norms:*High (4-5)*

- 1. Actively encourages others to share their thoughts and ideas, even if they go against candidate's personal views.
- 2. Has a strong history of success in various situations that required dramatic refocusing.
- 3. Evidences a clear sense of direction and fortitude for accomplishing his goals.
- 4. Shows ability to handle multiple priorities and tasks without "dropping the ball" too often.
- 5. Creates opportunities and expectations for others to try new things.

Medium (2.5-3.5)

- 1. Allows others to share their ideas, even if different than his own, but does not always actively embrace and encourage this practice.
- 2. Has refocused during times of change or ambiguity, but was slow about it.
- 3. Has a track record of starting well, but has been thwarted at times from accomplishing goals.
- 4. At times gets overwhelmed with multiple tasks and responsibilities but exhibits a growing ability to handle more responsibility.
- 5. Passively allows creativity and innovations but does not actively encourage or expect it from others.

Low (1-2)

- 1. Shuts down the ideas and opinions of others if they don't match his own.
- 2. Evidences an inability to redirect efforts towards greater effectiveness when circumstances change.
- 3. Has left a trail of unfinished assignments and incomplete objectives.
- 4. Functions effectively only when tasks and responsibilities are few. Becomes myopic and key issues are left un-addressed.
- 5. "Tradition bound," uncritically tied to the status quo.

EVALUATION GUIDE AND RATING NORMS (CON'T)

11. Building Cohesive Groups

Orchestrates widely differing people to function as a unified body

Qualities:

1. Demonstrates teamwork as a foundational value
2. Enables the group to work toward a common goal while skillfully handling divisiveness and disgruntled people
3. Quickly incorporates newcomers into a network of relationships
4. Engages others in meaningful church activity
5. Monitors the morale of people
6. Empowers groups effectively
7. Deals with conflict assertively, constructively and tactfully

Rating Norms:

High (4-5)

- 1. Has an effective record of taking people with competing agendas and securing their cooperation with one another.
- 2. Is assertive in confronting problems and has a strong track record of diffusing or resolving divisive issues. Greater unity has been the result.
- 3. Has a strong track record overcoming low morale by creating momentum and raising expectations in groups candidate has led.
- 4. Committed to small group ministry and has demonstrated the ability to catalyze groups which function with effectiveness, including those groups multiplying.
- 5. Doesn't just personally attempt to assimilate people by starting relationships with all new people but by utilizing groups and by getting others to assimilate newcomers.

Medium (2.5-3.5)

- 1. Has adequately managed those with competing agendas, but has not dealt with underlying tension.
- 2. Handles conflict when it arises but lacks some key skills for turning that conflict into a positive situation for those involved.
- 3. Has been able to identify when morale is low and has attempted various strategies to raise morale with moderate success.
- 4. Has a track record of using small groups to accomplish ministry, but those groups have struggled with multiplication.
- 5. Uses an intentional plan to assimilate people.

Low (1-2)

- 1. Those with agendas different than the candidate have been able to thwart his/her vision or suppress his/her efforts.
- 2. Avoids conflict and allows strong, negative personalities to dominate.
- 3. Have several examples of his/her leadership being undermined by low morale.
- 4. Utilize small groups for some ministry, but has not demonstrated a commitment to small group ministry.
- 5. Rarely or unintentionally accomplishes the assimilation of newcomers.

EVALUATION GUIDE AND RATING NORMS (CON'T)

12. Resilience

Stays the course in the face of major setbacks, disappointments and opposition

Qualities:

1. Experiences setbacks without defeat
2. Able to sustain oneself emotionally and physically through setbacks, losses, disappointments and failures
3. Rides the ups and downs of church planting
4. Expects the unexpected
5. Rebounds from loss, disappointments and failure

Rating Norms:

High (4-5)

- 1. Have several examples of remaining deliberately positive in the midst of down situations and setbacks.
- 2. During difficult times, seeks support and encouragement from personal support system.
- 3. Has experienced significant setbacks and has bounced back emotionally within a short time.
- 4. Emotionally stable. Has evidenced the ability to steadily take the highs and lows of life in stride.
- 5. Has been unjustly criticized or accused and handled it with grace and forgiveness.

Medium (2.5-3.5)

- 1. Is generally a positive person, but gets discouraged and loses hope in very tough circumstances.
- 2. Seeks emotional support from others at times but may tend to handle too much by self or just with spouse.
- 3. Has experienced some setbacks and has managed to bounce back within a few weeks.
- 4. Has a reasonably healthy emotional balance, but can be knocked into discouragement at times.
- 5. Has been unjustly accused or criticized and has struggled with forgiveness.

Low (1-2)

- 1. Evidences a moody outlook. Is up when things are up and down when things are down.
- 2. Does not have a support system available and thus struggles in isolation.
- 3. Has experienced setbacks and gone into a lengthy downtime, even depression.
- 4. Is emotionally unstable.
- 5. Has current bitterness against someone who has unjustly accused or criticized him.

EVALUATION GUIDE AND RATING NORMS (CON'T)

13. Exercises Faith

Evidences a strong and vital relationship with God and demonstrates a willingness to take significant faith risks

Qualities:

1. Has demonstrated an ability to risk, trusting God for the outcome
2. Demonstrates how one's convictions are translated into personal and ministry decisions
3. Possesses a conviction regarding their call to church planting ministry
4. Has expectation and hope
5. Willing to be patient, waiting for answers to specific prayer requests

Rating Norms:

High (4-5)

1. Evidences a vibrant, solid relationship with God in all areas of life. Regularly practices spiritual disciplines.
2. Has a history of taking significant faith risks when convinced of God's calling.
3. Is absolutely convinced of call to church planting and communicates it clearly and confidently.
4. Has a long and steady track record of positively impacting the lives of others with his/her faith.
5. Has a track record of praying issues through to completion. Has diligently prayed for some issues for several years or more.

Medium (2.5-3.5)

1. Has a solid relationship with Jesus, but is not always reflected in his demeanor.
2. Has taken one or two major faith risks, but can be hesitant when it comes to major change.
3. Is eager and open to the idea of church planting, but could be happy doing something else instead.
4. Has positively impacted several people with his/her faith, but has also missed opportunities to impact others.
5. Has a vibrant prayer life, but does not stick with prayers when answers don't come.

Low (1-2)

1. Relationship with God is stagnant in some areas.
2. Is resistant to major change.
3. Is hesitant or unsure regarding church planting. Simply checking out options.
4. Uninspiring or not readily apparent faith.
5. Prays, but not much.

PASTORAL PROFILE FOR A CHURCH PLANTER

Name:
 Assessors:
 Trainers:
 Date:

OVERVIEW OF CHURCH PLANTING POTENTIAL

Personal Assets
 Liabilities
 Mixed Ratings

BEHAVIORAL DIMENSIONS

Visionizing Capacity:	0.0
Personal Motivation:	0.0
Creating Ownership of Ministry:	0.0
Reaching the Unchurched:	0.0
Spousal Cooperation:	0.0
Relationship Building:	0.0
Commitment to a Healthy Reproducing Church:	0.0
Responsiveness to Community:	0.0
Gift Utilization:	0.0
Flexibility & Adaptability:	0.0
Building Body Cohesiveness:	0.0
Resilience:	0.0
Exercising Faith:	0.0

CONCLUSIONS

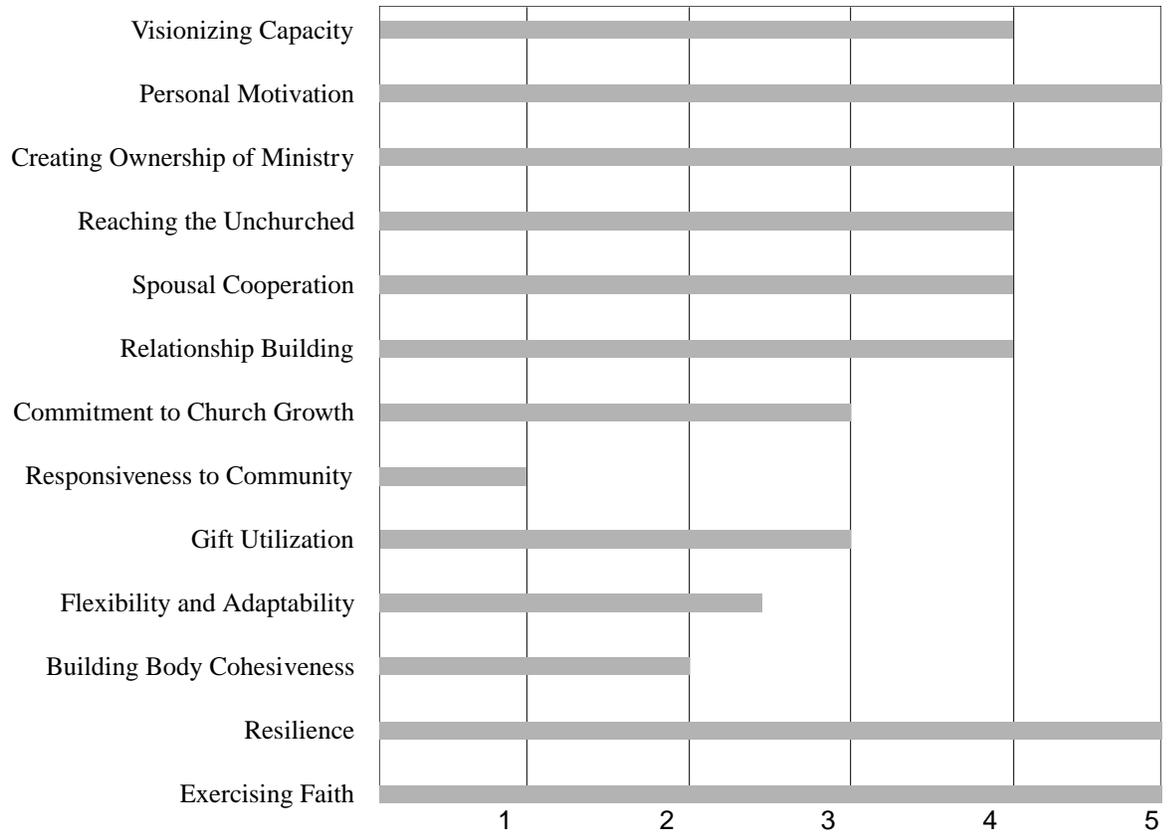
This is where you write a concise summary of your thoughts regarding the relative strengths and weaknesses possessed by the church planting couple. Using Step 1 in the Evaluating and Reporting section of the Assessment Manual, please also summarize your thoughts in the following four areas:

- Call
- Character
- Competency
- Context

Conclude with your best sentence describing their chances to successfully plant a healthy, reproducing Foursquare Church.

Scoring Graph

Bring to "0"



Training Exercise

Let's evaluate some real assessment reports and see what we can learn!

Read the assessment report provided for you at your table as though you were a Supervisor who had never met this prospective planter and had just sat down and picked up the report to read it. As a team evaluate it using the following criteria:

What's right?

What's wrong?

What's missing?

What's confused?

Question & Answer Time

PHASE 4

DEBRIEF INTERVIEW WITH THE POTENTIAL PLANTER(S)

PHASE FOUR: DEBRIEF INTERVIEW

Purpose of the Debrief Interview:

The purpose of meeting with the planter and their spouse is to affirm their strengths, share the Supervisors recommendations for them and discuss the next steps they should take to prepare for ministry as a church planter or redirect them toward another area of ministry where they can contribute out of their gifts and strengths.

What should be done to prepare for the interview?

- Give the prospective planting couple or individual a copy of the assessment report at least three days prior to the actual debrief interview.
- Pray for the couple prior to the interview time and spend time listening to God for His wisdom for the time.
- Prepare any materials or information you want to offer the prospective planter as part of his/her next steps.
- Create a warm, relational environment for the interview.

When should the interview be done:

The interview should be scheduled within three weeks of the actual assessment or at the next earliest time available to the prospective planter.

Who should do the interview:

Debrief interview should be conducted by a District Supervisor, Parent Church Pastor, District Church Multiplication leader, or Divisional Superintendent or other person designated by the District Supervisor.

The elements of an effective debrief interview:

- Adequate preparation (as described above)
- Relational connection established with the person conducting the interview and the prospective planting couple or individual.
- Affirm their strengths.
- Discuss their weaknesses.
- Share the Supervisors recommendations for them.
- Discuss any redirection.
- Decide on their next steps to prepare for their call or any new direction that arises.
- Pray together

Training Exercise

Evaluation of the training: Evaluation form provided by the trainer.

Steps in Establishing a Regional Assessment Process

FIRST STEPS

- 1. Person (or persons) to champion assessment in our district have been identified and recruited.
- 2. Blessing of, and authority from, necessary denominational representatives has been secured.
- 3. Need for assessors for next 3 to 5 years has been projected.
- 4. Cities in our region that need assessors or assessment centers have been identified.
- 5. Type of assessor training and how it will be accomplished has been determined.
- 6. A coordinator has been appointed who will administrate appointments and ensure that assessment reports are submitted on time and in a good format.

NEXT STEPS

- 1. First assessors have been trained, and practice sessions have been completed.
- 2. First formal assessments have been carried out.
- 3. Written reports have been completed for each within a two-week period and have been sent to coach/district leader.
- 4. Coach/district leader has shared the results with the candidates in a face-to-face meeting.
- 5. Quality control is in place for assessing the assessors by reviewing their reports.

CONTINUING STEPS

- 1. The process of follow-up and Evaluation for Assessment Review has been determined.
- 2. The value of ongoing training is embraced and carried out.

Individual Assessment Evaluation

A Tool For Evaluation, Communication and Dialog. Excellence Is Our Goal!

For the area indicated, please answer 1 basic question:

For each area, what can we do to improve our Church Planter Assessments?

Assessment Team Review & Evaluation

Preparedness - Were you adequately prepared? What could we have done better?

Training - Did the training you receive prepare you to do a good job?

Setting - What can we do to better host in the next assessment?

Reporting - What challenges did you face during the reporting process?

The Last 5%

Checklist: Evaluating Assessment System Health

WE HAVE A SYSTEM ESTABLISHED FOR ASSESSING CHURCH PLANTERS THAT OBJECTIVELY ASSESSES:

- Necessary skills and competencies
- Christian character
- Emotional and marital stability
- Theological understanding and skill
- Philosophy of ministry
- Compelling sense of calling by God
- Contextual issues of culture, age, values and experience

OUR ASSESSMENT SYSTEM HAS:

- Effective procedures for recruiting assessors.
- Effective procedures for training assessors (initially and continually).
- Effective procedures for supervising assessors so that quality control is happening.
- Effective process that incorporates ongoing change in our Assessment approach and materials
- Functioning procedures for setting and tracking assessment appointments.
- Functioning procedures for ensuring the timely submission of reports to the proper individuals.
- Functioning procedure for timely review of the assessment(s) and a timely response to the candidate.
- Functioning procedures for one-on-one reporting to the candidate of the results of the assessment(s) and any decision related to their candidacy.

THE ULTIMATE MEASURE OF AN EFFECTIVE ASSESSMENT PROCESS IS HEALTHY, ENDURING PLANTS. WE HAVE:

- Implemented a feedback process for measuring the success of our plants.
- Identified goal for success expressed in percent of plants that survive beyond five years with continued conversion growth.

Are You a Church Planter In the Making?

Most potential church planters struggle with the question, "Could I really be an effective church planter?" Actually, this is a question that should receive strong consideration. You may have spiritual gifts that you are not even fully aware of, gifts that are especially suited to effectively starting a new church....

Do you have what it takes to be a successful church planter? Take this short self-assessment and find out! Simply mark your answers and follow the instructions at the end.

1. This past year I have pursued more learning by
 - a. reading books, participating in several seminars or classes, either online or otherwise and meeting with a mentor.
 - b. reading books or listening to tapes and meeting with a mentor.
 - c. participating in a seminar or class either online or face to face.
 - d. reading books.
2. When someone attempts to keep me from implementing an idea, I
 - a. attempt to persuade them to join me in accomplishing it.
 - b. keep focused and just ignore him/her.
 - c. refrain from implementing the idea until others agree with me.
 - d. often get angry and give up on my idea.
3. I am good at sharing my ideas with others and encouraging them to join me in them.
 - a. Most of the time
 - b. Some of the time
 - c. Rarely
 - d. I most effective when I am assisting someone with their ideas.
4. I generally
 - a. complete most of the things I start.
 - b. complete all of the things I start.
 - c. complete a few things I start.
 - d. am really not a good starter, but do better working under someone else.
5. I work best when I
 - a. am able to work from ideas that were laid upon my heart by the Lord.
 - b. can come up with a good idea and receive help in planning its development.
 - c. am able to follow the ideas that God gave to another person.
 - d. can be assigned a task that is part of the idea and focus on that.
6. I usually complete tasks
 - a. without having to be reminded.
 - b. just before the deadline.
 - c. with a gentle reminder from an associate or someone supervising me.
 - d. after the deadline.

7. When I am overwhelmed with tasks to accomplish, I
- a. delegate the jobs to others.
 - b. drop some of the less important jobs.
 - c. will ask people to assist me only when the job would fail to be completed otherwise.
 - d. get frustrated and do the minimum.
8. If I were allowed to start a new church, I would prefer
- a. to invest most of my time in reaching unchurched people.
 - b. to spend 80% of my time with the church and about 20% of my time with the unchurched.
 - c. to bring someone on my team who could communicate well with the unchurched so that I could devote my time to discipling Christians.
 - d. to focus upon the needs of the people in the church.
9. I am currently pursuing
- a. multiple relationships with unchurched people for the purpose of loving them and leading them to the Lord.
 - b. a relationship with an unchurched person in order to love him/her and lead him/her to the Lord.
 - c. plans to start relationships with unchurched people for the purpose of loving them and leading them to the Lord.
 - d. no relationship with an unchurched person for the purpose of loving them and leading them to Christ.
10. I function best
- a. when I can hang out with people who do not yet know Jesus.
 - b. when I am relating to new Christians.
 - c. when I can spend much of my time building relationships with Christians.
 - d. when I am relating to mature Christians.
11. My spouse (if applicable, otherwise, move to #12)
- a. takes an active part in the ministry of the church whether in a visible way or behind the scenes.
 - b. prefers to support my involvement in a supportive background role.
 - c. considers ministry as my responsibility, not hers/his.
 - d. believes ministry in the church is a detriment to our family life.
12. I make it a priority to
- a. schedule at least one time a week for relaxation and/or family fun. Only a drastic emergency can interfere with this time.
 - b. regularly schedule a time of relaxation/refreshment with my spouse or for me personally (if not married).
 - c. have a date with my spouse or a personal time of relaxation and fun (if single), when I can schedule it.
 - d. have a full calendar of work related activities with little time for recreation, relaxation or family fun because my position/work requires that of me.

13. When new people start coming to my church,
- a. I try to encourage others to invite them to a small group gathering.
 - b. I personally visit them.
 - c. I usually let them visit a few times before inviting them to my home.
 - d. I simply allow them to build relationships on their own.
14. I perceive my primary role of the pastor/leader would be to
- a. train and equip the people to serve /lead.
 - b. lead and administrate the work of the church.
 - c. preach the good news of Jesus at my church.
 - d. care for the needs of the people.
15. I believe the style of worship for a church should be
- a. flexible to changing times and people.
 - b. set when the church first starts and changed only when the leadership changes.
 - c. traditional and match time-honored values.
 - d. what the pastor likes.
16. The way I prefer to learn about the needs of my community is through
- a. getting to know people personally in the community.
 - b. the U.S. Census.
 - c. conducting a religious survey of the community.
 - d. trial and error. Do an outreach, then learn from what went wrong.
17. I believe the best way to discover my spiritual gifts is to
- a. take a spiritual gift exam and have a personal interview with a pastor before trying an area of serving.
 - b. try different areas of serving and find out what works.
 - c. reflect on what I like to do and try doing something that incorporates that.
 - d. wait to be asked by leaders to serve in some way.
18. On a scale of 1-4 with 1 being the lowest and 4 the highest, I would describe my capacity for multiple assignments to be:
- a. 4
 - b. 3
 - c. 2
 - d. 1
19. When I am in a group of Christians that are divided over an issue, I
- a. help them focus on what we are called to do.
 - b. serve as referee to bring peace.
 - c. use the Bible to show the fault of their actions.
 - d. probably find myself choosing sides.

20. In times of hardship and disappointment I
- a. usually strengthen my resolve to continue to follow the direction the Lord has given me for my life.
 - b. may get discouraged for a while, but I go to the Lord and renew my pursuit of His direction for me.
 - c. usually struggle with strong feelings of defeat and resign myself to the circumstances I am facing.
 - d. often am so deeply affected that I feel isolated from other Christians and begin to ignore God.
21. On a scale of one to four how convinced are you that God has called you to plant a church? (1 being not convinced and 4 being thoroughly convinced)
- a. 4
 - b. 3
 - c. 2
 - d. 1

Note: If after taking this self-assessment, you were able to answer with either a or b on #21, then you very possibly could be Foursquare's next church planter! We recommend that you make an appointment with your Senior pastor and discover what next steps you should take.

To score your quiz give yourself:

- 4 points for every a. answer
- 3 points for every b answer
- 2 points for every c answer
- 1 point for every d answer

Add up your total score and see how your gifts and qualities match up with the qualities of effective church planters:

If you scored:

60-84: **Green Thumb:** Run, don't walk—to talk to your Senior Pastor about church planting!

45-59: **Explorer**—You should definitely explore church planting further. You could be an excellent team member for a planting team.

30-44: **Special Agent**—You may be gifted to take a specific assignment in a church plant as a help to the leadership team. Talk to a leader in your life and check out the needs of church planters near you.

20-29: **Investigator**—Your gifts will thrive in other areas of ministry. You should continue to investigate the options with the leaders in your life.