**Second Ministry Search Manual 2019-2020**

***Overview***

Many congregations are well served by more than one minister. While most second ministry positions are full-time, they need not be. More successful full-time second ministry searches mirror the settled search calendar, though that is not a requirement.

There are many types of second ministers—associate (called by the congregation), assistant (hired by the congregation and senior minister), specialized second ministries (like Minister for Family Education, Religious Education, Social Justice, Outreach, and/or Pastoral Care—more likely a specialized assistant ministry), and a position that is open to both ministers and lay people, referred to in the manual as a hybrid ministry.

In almost all second ministry searches, a combination of the senior minister and a Search Committee look for the new minister. The Search Committee and the senior minister will need to work diligently to create role clarity for both the new minister and for themselves in the search.

It is strongly recommended that all searches happen through the MinistrySearch system as a way to ensure Unitarian Universalist ministerial credentialing and to provide a uniform experience (the exception could be a hybrid ministry).

Most second ministry searches, regardless of type, take time, and are best started six to nine months in advance.

***Getting Started***

***The Role of the Senior Minister***

The senior minister is encouraged to begin the process by communicating with the Transitions Director (who acts as coach for all second ministry searches) and by shaping the search by type and scope (length). The senior minister takes the lead on clarifying the needs of ministry for the congregation and then works with the board to move toward a second ministry search.

***The Role of the Board***

Good leadership sets the tone for any search process. Where a congregation sees its Governing Board as leading effectively, a good and successful search almost always follows. The board is responsible for approving the process of search and setting a search budget; this is done in consultation with the senior minister while being transparent about their process with the congregation.

The minister and the board should work together to select a search team of three to five people. Qualifications and qualities of potential members should include someone who has the trust of the congregation and senior minister, someone who works collaboratively, someone who can give the appropriate amount of time to being a full participant in the search process, and someone who understands the ministerial needs of the church. Usually, these people are appointed by the board in conjunction with the senior minister.

***The Role of the Search Committee***

The committee should meet with the senior minister to review search materials, begin to figure out roles, and lay out the process for the search ahead. The Search Committee will conduct the search process with the senior minister (which will involve some confidentiality), figuring out how to report to the board on their progress throughout, and will eventually recommend one candidate.

***The Role of the Transitions Office***

The Transitions Office will post all openings on our Jobs Board in the Contract Ministry section, initiate searches on behalf of the congregation, and provide coaching and counsel for the senior minister and Search Committee on the search process.

***Deciding on the Type of Second Search***

In general, most congregations seek a full-time assistant ministry, sometimes as a specialized assistant ministry. Called second ministry positions (associate ministries) are increasingly rare, and most often seen in congregations with longstanding called associate ministry positions. Hybrid ministries are occasionally used for congregations hoping to expand their search beyond a limited pool of applicants.

If you are seeking an interim assistant position, this will coincide with senior interim searches.

***Percentage of Time***

Full-time second ministries at mid-point level compensation with full benefits are highly likely to be the most attractive type of second ministry search. Congregations at a lower level of compensation and benefits and less than full-time are less likely to find a candidate.

***Cycle of Search***

While a second ministry search can begin at any time, the greatest success rate happens for those searches that mirror the settled search process timeline (this is when the highest number of ministers will be in search, regardless of type). Congregations searching for second ministry positions and ministers looking at full-time ministry that begin in the fall will be expected to follow the settled search timeline regarding offers. Full time interim second ministry positions will be expected to follow interim search timeline. Searches that begin in the late winter and spring and those that are less than full-time may proceed and make offers at their own pace.

***The Process of Search***

***Presenting Yourself for Search***

Once the search team (Search Committee and senior minister) has met and decided on the position’s scope and purpose, they should then ask the Transitions Office to post the position on the Jobs Board and initiate a search on behalf of the congregation.

The Search Committee then begins the work of completing the congregational record and assembling any other materials they would like applicants to consider (the documents packet in the Settlement Handbook may be helpful). Once the information is complete, please alert the Transitions Office that your materials are ready to go (this is especially important if you are not following the settled search timeline).

Materials will be released for public viewing according to the settled search timeline or, if not following the timeline, as soon as possible.

The senior minister and Search Committee are welcomed to encourage potential applicants to apply.

***Deciding on a Candidate—The Internal Process***

A common question in this search process is, “How best do we decide who to choose?” Another is, “What role does the senior minister have in the selection process?”

While every committee should determine how this decision is made and what process best serves their goals, it is vital that both the Search Committee and senior minister have a significant part in the decision-making process. Historically, when either side has been omitted from the selection process, there have been problems, though more so if the senior minister is not involved. At the very minimum, if the senior minister is to make the hire, the Search Committee must be heard. If a Search Committee is charged with making the final decision, the senior minister usually has veto power. Ideally, the decision is reached upon jointly.

***Deciding on a Candidate—Once You Have Applicants***

The Search Committee should decide whether they will interview everyone, how interviews will be conducted (video or in person), and how they will make a final recommendation. While timing may be determined by the settled search cycle (which is generally helpful to search committees), these other questions will need to be considered.

Search Committees not following the settled search calendar may need to decide more rapidly how they will proceed and with whom. As a congregational year ends, the applicant pool decreases in size significantly and ministers may prefer to accept a position elsewhere over waiting for a second ministry Search Committee to decide.

Indeed, applicants may and can ask the Search Committee for a timeline on their decision-making process.

Search Committees are encouraged to check in with the Transitions Office as they near their decision.

***Making an Offer***

Search Committees following the settled search calendar should follow the rules for making an offer that settled Search Committees do. Likewise, interim second ministry searches should follow the interim calendar. Other off-cycle and/or part-time second ministry searches are free to make an offer as soon as they are ready.

***Other Commonly Asked Questions:***

1. ***Should we hire or call a second minister?***

It has been the tradition of many congregations to call all the ministers who serve. In cases of multiple ministries, this has led to triangulation where one minister has been pitted against the other minister on staff. Additionally, as more congregations move toward policy-based governance, congregations find themselves better served by calling only the senior minister.

Unless required by the by-laws, it is recommended that the second ministry position be hired. An option to call may be extended later if congregation, leadership, and senior minister agree—though even then, the senior minister and congregation are best served by having the senior minister as supervisor for the second minister. Additionally, some congregations have included clauses in the minister’s contract about agreeing to depart should the senior minister step down for any reason, often coinciding with the end of the senior minister’s tenure.

1. ***This is our first second ministry search. What is different?***

Be clear about finances and money. Often leaders think they can raise the money for this, which is not always the case. Have a funding plan for at least three years that seems solid and agreeable to the leadership to finance this effort.

1. ***Is it better to get the best minister available or to be very clear about what we need?***

Yes to both--it’s a balance between general good ministry skills and filling needs. Common mistakes include being too picky and specific in the ministry position and not being clear about what you really need. In general, good ministers can figure out how to fill ministry needs, but two people with similar skills and styles may not serve the congregation well.

1. ***How can we best support this new ministry?***

The UUA recommends the senior and second minister work with a career assessment center at the beginning of the new ministry. Some financial assistance may be possible. Role clarity, good communication, and outside sources of support are also critical for both ministers.

***Important to Remember***

* Other congregations have gone through a second minister search process--their individual and combined wisdom can be useful to you.
* Anxiety tends to hamper good decision making in the search process and is the biggest stumbling block to a successful search. Know what your anxiety is about and work to lessen it.
* The most attractive congregations in search are those perceived as vital and healthy and those that offer excellent compensation.

***Resources***

[UUA Transitions Office Website](http://www.uua.org/transitions)

[Settlement Handbook](https://www.uua.org/careers/ministers/transitions/settlement-handbook)

[Typical Search Calendar](http://www.uua.org/documents/mpl/transitions/search_calendar.pdf)

[UUA Office of Church Staff Finances](http://www.uua.org/directory/staff/ministriesfaith/officechurch/)

For more information, e-mail transitions@uua.org