**PERFORMANCE REVIEW: MINISTER**

The *Book of Church Order* requires that the president of classis shall include as one of the "constitutional questions" to be asked annually "Does the consistory regularly review the performance of: the consistory? the board of elders? the board of deacons? the installed ministers?" Over the years, there have been frequent requests for help to make this exercise a meaningful one. In 1994, the General Program Council produced material to be used with consistories, and over the years the Office of Human Resources (later MAPS) has offered a variety of suggestions for the performance review of ministers.

There are several problems to which any performance review system is prone. One is that what constitutes effective ministry in one context may not be appropriate for evaluation of ministry in another. As anyone who has ever studied tests and measurements knows, the evaluation tools must be relevant to what is being evaluated. A standardized evaluation form for all RCA ministers would be a disservice to many, for one size does not fit all. To be done right, consistory and ministers should have agreed on what they intend to evaluate before they do so.

Classis or regional synod workshops on how to conduct a useful performance review can address the reality that most people have little experience or training in how to do this well.

Another problem is that the minister's annual performance review has sometimes been misused as an opportunity to express dissatisfaction and unhappiness with the way ministry is being carried out by a particular pastor. If there is any validity to performance appraisal, it is for the purpose of improvement, and not to give voice at long last to perceptions of inadequacy which ought to have been discussed much earlier. The wise use of a personnel committee which provides a regular feedback to the pastor can prevent the practice of storing up criticisms for annual venting.

It is necessarily true in many, perhaps most, ministry contexts that much of what the pastor does in the daily work of ministry is unseen and unknown by most of the congregation, including the consistory. Regular reports of the hidden areas of ministry (with due regard for confidentiality) can be made to the consistory.

Further, even a very good and relevant performance review method or form will become tired with use. It becomes wearisome to answer the same questions year after year. Experience suggests that the most effective use of any instrument will involve extensive discussion around the issues being addressed. Annual performance reviews give the minister a rare opportunity for the focus to be on his or her satisfactions and struggles, for a chance to be ministered unto rather than to minister. Whatever form or process is used, it offers time and space for ministers to honestly reflect on their ministry in the presence of trusted members of the congregation who care about both the minister and ministry.

Some materials used successfully elsewhere may be useful as models. All need to be adapted to what will make the most sense locally!

The following are some questions for both laity and clergy to discuss together that might profitably be used in a discussion between the consistory or pastoral relations committee with the minister **prior** to developing or selecting its own performance review form or processes.

1. What are the general areas of ministry that we should evaluate?

(List 6 to 10 that are most important in this place.)

2. List 1 to 3 specific items which should be reviewed in each area listed above.

3. What personal qualities are of greatest importance as your congregation views its minister? (List 5 or more.) What two of those listed do you consider most important for effective ministry? (Check these.)

4. Why are those you checked so important in your congregation?

5. What specific goals should be established now so that the work of the minister and consistory together can be fairly evaluated later?

6. Given the answers above, what form or process should we use, revise, or develop for our minister's performance review? Who will do the evaluating? (A committee, the full consistory, the congregation?)

**EXAMPLE 1**

 **THE 30 QUESTION EXERCISE**

The following exercise originated in work with Methodist pastors of the Spokane district, as well as we can reconstruct its ancient history. Kebie Hatcher (now of Scarritt College) and Jack Wyatt (Episcopal bishop of Spokane) developed it to help pastors and their laity become clearer about what they needed from each other. Strictly speaking, it probably cannot be called an evaluative tool, since it really works to clarify role expectations. It has been useful in opening up the conversation between clergy and laity about the tasks of ministry. Some have used this as a tool in parish planning.

How to use the questionnaire:

This set of questions can be used as part of the process through which a congregation looks for a new pastor. It is filled out by as many parishioners as possible, collated, and studied to give the board and search committee one part of the profile of a parish in preparation for screening and calling a new minister. Obviously other questions about the mission of the parish would need to be added.

The questions can also be used to develop agreed-upon priorities for the congregation's life. In one church, all parishioners were urged to complete the form as a first step in setting goals for the year. After it had been collated, members' answers were compared with the pastor's responses to the same questions. At this point, it became clear that there were areas of both agreement and disagreement among the parishioners and between the minister and the people. The statement was then presented to the parish at large, with the promise of a year-end evaluation and the possibility of some changed priorities for a future year. In the Diocese of Spokane, we've used it very productively in the "three months after arrival" meeting of vestry and new rector to negotiate the year's goals.

A third use of the questionnaire has been to help a board and pastor identify areas of conflict that arise out of unclear expectations.

John R. Wyatt

**EXAMPLE 1**

 **EXPECTATIONS OF THE PASTOR'S ROLE**

How important is each pastoral function to you? Circle 5 if you think it is extremely important; 1 if you think it is unimportant; 2, 3, or 4 if your estimate is in between.

1. Teaches and works directly with adult religious education classes and/or special seminar series. 1 2 3 4 5

2. Participates in community projects and organizations (such as school boards, community involvement). 1 2 3 4 5

3. Ministers to the sick, dying, and bereaved. 1 2 3 4 5

4. Leads public worship. 1 2 3 4 5

5. Works with congregational boards and committees. 1 2 3 4 5

6. Maintains a disciplined program of prayer and personal devotion. 1 2 3 4 5

7. Accepts speaking engagements before community and civic groups, for special community occasions, or for radio and television. 1 2 3 4 5

8. Oversees church office activities, church bulletins, correspondence, records, etc.

1 2 3 4 5

9. Tries to maintain harmony and resolve conflict among church members over church programs, finances, elections, etc. 1 2 3 4 5

10. Preaches sermons. 1 2 3 4 5

11. Visits new residents and recruits new members. 1 2 3 4 5

12. Counsels with the people about their personal problems. 1 2 3 4 5

13. Follows a disciplined program of continuing education. 1 2 3 4 5

14. Teaches and works directly with children, visits Sunday School, preaches children's sermons, etc. 1 2 3 4 5

15. Assists victims of social neglect, injustice, and prejudice; cooperates with social service and charitable programs. 1 2 3 4 5

16. Teaches and works directly with young people (junior high and high school age) in classes and/or fellowship groups. 1 2 3 4 5

17. Administers baptism and communion; conducts weddings and funerals. 1 2 3 4 5

18. Cultivates a home and personal life with some friends and interests outside church

activities. 1 2 3 4 5

19. Leads financial drives and building programs. 1 2 3 4 5

20. Talks with individuals about their spiritual development, religious life, and

 beliefs. 1 2 3 4 5

21. Participates in denominational activities and conferences. 1 2 3 4 5

22. Presents denominational programs to congregation. 1 2 3 4 5

23. Helps plan church budget and manage church finances. 1 2 3 4 5

24. Fosters fellowship at church gatherings. 1 2 3 4 5

25. Serves as an example of high moral and ethical character. 1 2 3 4 5

26. Maps out objectives and plans overall church strategy and program. 1 2 3 4 5

27. Interests capable people in church activities; recruits, trains, and assists lay

leaders. 1 2 3 4 5

28. Visits regularly in the homes of the congregation. 1 2 3 4 5

29. Counsels people facing major decisions of life, such as marriage. 1 2 3 4 5

30. Supplies new ideas for activities and projects. 1 2 3 4 5

31. Promotes enthusiasm for church activities. 1 2 3 4 5

Now that you have completed this questionnaire, please go back and put a big star on the left side of the page before each of the 5 statements most important to you.

**EXAMPLE 2**

Samples of Data Gathering for

 Feedback to the Minister

**FEEDBACK FOR RECTOR**

February 1973

(Rev. Bill Pregnall)

The purpose of this questionnaire is to assist me as your rector in my personal growth and effectiveness as a priest. I will compile the data and share it with the vestry, and with them, select several growth areas for me in the coming year.

1. Would you like to have Bill Pregnall continue to serve as the minister of St. Augustine's? Yes No ??

2. Worship is an important area of our life. Even though a liturgy planning group plans our worship, much of the "feeling" and style of worship is set by the priest. Concentrating on the priest's role in worship, please answer the following:

A. Check how often you feel the following characteristics occur in worship:

1. Relates Biblical ideas to everyday living.

Never Seldom Usually Most of the time All of the time

2. Interesting.

Never Seldom Usually Most of the time All of the time

3. Stimulates me to try to change.

Never Seldom Usually Most of the time All of the time

4. Helps me experience God in my life.

Never Seldom Usually Most of the time All of the time

5. Clearly presents new ideas.

Never Seldom Usually Most of the time All of the time

6. Helps me feel closer to others in Church.

Never Seldom Usually Most of the time All of the time

7. Constructively analyzes and evaluates my habitual way of living.

Never Seldom Usually Most of the time All of the time

8. Helps me understand social issues in terms of Christian ethics.

Never Seldom Usually Most of the time All of the time

9. Personal.

Never Seldom Usually Most of the time All of the time

10. Frustrating, because I disagree with minister's approach or ideas.

Never Seldom Usually Most of the time All of the time

11. Helps me want to express my faith in everyday events.

Never Seldom Usually Most of the time All of the time

12. Comforting and supportive.

Never Seldom Usually Most of the time All of the time

13. Inspirational.

Never Seldom Usually Most of the time All of the time

B. 1. The sermons given by Bill are: Among the best I've ever heard

Above average usually Average

Poor Downright awful

 2. The sermon content: Usually speaks to me in my life

Irrelevant to me Some hit me/some don't

Too biblical Not biblical enough

Good use of Bible Too intellectual

Too superficial Hits me about right

Too old fashioned Too "mod"

Good balance of traditional and contemporary

3. The sermon delivery is: Too stiff Too loose

About right Too organized Too ill defined

Helpful structure

C. General comments about worship on Sunday morning:

3. Leadership style:

Bill's leadership style comes across to me as:

Authoritarian (Never lets go. Always has last word.)

Laissez faire (Doesn't seem to care; lets anything happen.)

Facilitating (Allows and supports leadership in others.)

Bill handles conflict in the parish by:

Laying down the law Ignoring it

Smoothing it over Helping clarify issues within conflict

Using it creatively to the overall benefit of the parish

General comments about Bill's leadership:

4. Bill does not call on parishioners in their homes regularly. How do you feel about this?

 a. He should call regularly.

 b. He should call at least once a year.

 c. He should call at least once in order to know where you live.

 d. He should only call in time of pastoral need (death, illness, problems).

 e. I'll call him if I want to see him.

 f. Calling in the home is irrelevant. His office is a better place to meet.

Comments about calling:

5. Bill is involved in several extra parochial activities. Some are related to salary supplement endeavors, while others are duties in the Diocese of National Church and two are his own continuing education. How do you feel about these?

Salary supplement activities:

a. Mentor in Field Work Colloquay at Virginia Theological Seminary (2 1/2 hrs. per week for 26 weeks in themornings).

OK Neutral Against

b. Teaches liturgies at Virginia Theological Seminary (3-4 hrs., 1 night per week in spring). OK Neutral Against

Extra Parochial Church duties:

a. Chairman, Clergy Association Committee on changing national marriage canons.

OK Neutral Against

b. Consultant/reader for Prayer Book Revision.

OK Neutral Against

Continuing Education Involvements:

a. Transactional Analysis Group leadership (2 hours per week, one evening)

OK Neutral Against

b. Transactional Analysis Seminar(1 day per month - 8 hours)

OK Neutral Against

Comments about extra parochial activities:

6. In general, those things I appreciate most about Bill are:

7. In general, those things I wish Bill would try to improve or change are:

**EXAMPLE 3**

**Samples of Data Gathering Instruments for Feedback to the Ministe**r

CANDIDATE

EXTERNAL EXAMINER

DATE

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **AREAS RELATED TO THE WORSHIP SERVICE** | Excellent | Good | Fair | Poor | Unsatisfactory |
| Order of Worship |  |  |  |  |  |
| Planning of the Worship Service |  |  |  |  |  |
| Guidance of the Worship Service |  |  |  |  |  |
| Choice of Music |  |  |  |  |  |
| Announcements |  |  |  |  |  |
| Lay Participation |  |  |  |  |  |
| Prayer Preparation |  |  |  |  |  |
| Appropriateness of Prayer |  |  |  |  |  |
| Appropriateness of Scripture  |  |  |  |  |  |
| Invitation |  |  |  |  |  |
| Counseling those who respond |  |  |  |  |  |
| "Spirit" of Worship Service |  |  |  |  |  |
| Appropriateness of length |  |  |  |  |  |
| **AREAS RELATED TO THE SERMON** |  |  |  |  |  |
| 1. USE OF SCRIPTURE  |  |  |  |  |  |
| Reading of Scripture  |  |  |  |  |  |
| Appropriateness of Scripture passage |  |  |  |  |  |

**EXAMPLE 4**

|  |  |  |  |
| --- | --- | --- | --- |
| Importance of Duty to you |  | Effectiveness of Minister | No Knowledge |
|  Low High | ADMINISTRATIVE & ORGANIZATION DUTIES |  Low High |  |
| 1 2 3 4 5 6 | Leads the consistory in the planning and programming for the future of the church in its spiritual, financial, and social dimensions | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Supervises church staff | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Coordinates overall church program | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Challenges and guides laymen to help carry out the programs of the church | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Serves as a delegate to classis, synod, and General Synod, and is a member on committees, boards, and agencies | 1 2 3 4 5 6  |  0 |
|  | PASTORAL DUTIES |  |  |
| 1 2 3 4 5 6 | Personal relationship with individuals and families of the church | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Visitation with the hospitalized, seriously ill, and those confined at home | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Counseling: crisis situations, bereavement, premarital, family problems, divorce, and at the pivotal points of life | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Motivates the congregation to carry out pastoral care ministry | 1 2 3 4 5 6  |  0 |
|  | PREACHING & WORSHIP |  |  |
| 1 2 3 4 5 6 | Leading worship services | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Quality of sermons | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Sermons providing spiritual renewal | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Sermons grounded in biblical sources | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Sermons pointing people to Christ | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Sermons relating to social issues | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Sermons moving the hearer to action | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Pastoral prayers | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Administering the sacramentsthe Lord's Supper & Baptism | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Conducting the ritesweddings and funerals | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Providing methods of helping others experience the presence of God through worship | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Providing special services traditionally held spring, Advent and Lent | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Keeps abreast of current trends in theology, psychology, literature, world and national events and relates them to the Christian faith | 1 2 3 4 5 6  |  0 |
|  | TEACHING MINISTRY |  |  |
| 1 2 3 4 5 6 | Supports and guides the church's educational ministry | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Helps develop lay educational leaders and teachers | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Teaches the confirmation class | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Serves as a teacher | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Interprets importance of christian education to the congregation | 1 2 3 4 5 6  |  0 |
|  | OUTREACH |  |  |
| 1 2 3 4 5 6 | Encourages church growth | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Involves new members in church life | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Presents the church to the community | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Encourages and supports the congregation to exercise responsibility in the community | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Supports ecumenical cooperation | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Participates in community service agencies and in academic, social, and political activities in the community | 1 2 3 4 5 6  |  0 |
| 1 2 3 4 5 6 | Interprets needs of world missions to the congregation | 1 2 3 4 5 6  |  0 |

**EXAMPLE 5**

**PERFORMANCE REVIEW QUESTIONNAIRE**

This questionnaire seeks to determine an evaluation of performance and to elicit comments identifying areas of strength and weakness which can be the basis for attention by the pastor and members of the congregation in making ministry more effective for the church and more fulfilling for the pastor.

Interspersed with questions are portions of the official job description for the senior pastor. You should find them helpful as you reflect on your evaluation.

A. Administrative Duties

1. Leadership of the consistory in the planning and programming for the future of the church in its spiritual, financial, and social dimensions.

2. Assumption of the direct responsibility to the Consistory for the planning, support, and oversight of the activities of all professional staff.

3. Coordination of the overall church program.

4. Study and evaluation of denominational, synodical, and classical programs, and the implementation of such programs in the life of the congregation.

5. Service as a delegate to classis, synod, and General Synod, and serving on such committees, boards, and agencies as nominated.

How would you rank Jack in terms of his performance in administering the program of Second Church?

Poor Fair Average Good Excellent

Please indicate reasons for your rating:

B. Pastoral Duties

1. Personal contact with individuals and families of the church.

2. Visitation with the hospitalized, seriously ill, or those confined to a home.

3. Counseling: crisis situations, bereavement, premarital, youth, family, and divorce; those seeking baptism and admission to the Lord's Supper.

4. Leadership in the involvement of consistory members and others within the congregation in pastoral care.

How would you rank Jack in terms of the pastoral duties of his office?

Poor Fair Average Good Excellent

Please indicate reasons for your rating:

C. Worship

1. Preparation of sabbath services of worship.

2. Preparation and delivery of two weekly sermons.

3. Administration of the sacraments.

4. Marriage and funeral services.

How would you rank Jack in his preparation for and participation in worship other than preaching?

Poor Fair Average Good Excellent

Please indicate reasons for your rating:

How would you rank Jack's performance as a preacher?

Poor Fair Average Good Excellent

Please indicate reasons for your rating:

D. Outreach

1. Provision for the involvement of others in the task of identifying and calling on prospective members.

2. Personal visitation of prospective members.

How would you rank Jack's performance in providing for the outreach of the church?

Poor Fair Average Good Excellent

Please indicate reasons for your rating:

E. Community

1. Encourage and support members of the church in their involvement in the world.

2. Participation in academic, social, and political activities in the community.

3. Membership in civic and service organizations in the community.

How would you rank Jack's performance in his personal involvement in the community and his encouragement of others?

Poor Fair Average Good Excellent

Please indicate reasons for your rating:

F. Study

1. As a scholar-pastor, study and writing for the church at large.

2. Study of the Scriptures for personal growth and spiritual renewal.

3. Maintenance of competence in the classical disciplines of the ordained ministry; e.g., biblical languages, church history and historical theology, systematic theology, ethics, pastoral counseling.

4. Keeping abreast of current trends in theology, counseling, literature, and world and national events.

How would you rank Jack in giving evidence of personal and professional growth?

Poor Fair Average Good Excellent

Please indicate reasons for your rating:

G. What is your overall evaluation of Jack's performance as our minister?

Poor Fair Average Good Excellent

Please indicate reasons for your rating:

What I like best about Jack's ministry is:

Things I wish Jack would improve in his ministry are:

Signed

**EXAMPLE 6**

**PASTORAL REVIEW**

Sections I-IV are statements quoted directly from the Pastor's Call. In the spaces following the questions please make any comments you feel will be helpful in expressing your opinion. If a question does not apply to you, leave it blank.

I. "*To preach the Word of God in truth and faithfulness.*"

a) Delivery:

Are the ministers gestures helpful or distracting during the worship service?

b) Clarity:

Is the message simple and direct enough for your understanding?

Does the pastor use too may unfamiliar words?

Is the point of the sermon clear?

c) Length:

Generally, I prefer a sermon that is minutes long.

Do you feel the sermons are: too long too short just right

d) Relevancy:

Do the sermons address your individual concerns and needs?

always sometimes never

Are the sermons timely and appropriate for the seasons of the church year?

(for example: Ascension Sunday, Passion Sunday, Lent?)

Is the theme of the worship service timely and appropriate, reflecting community and world concerns?

e) Scriptural:

Are the points of the sermon supported by Scripture?

When appropriate, should sermon topics deal with how the Bible addresses social concerns that directly affect the people in the community?

Explain any variation you would like to see in the worship service.

II. *"To administer the Holy Sacraments to the institution of Christ."*

a) Administering Communion to shut-ins:

When should communion be offered to shut-ins?

Each time the church celebrates Communion? more less

b) Context in which Communion is celebrated:

Are you comfortable with our traditional Communion Service?

Check which of the following you would feel comfortable with and enjoy participating in occasionally:

Common loaf Common cup Grape Juice

Fermented wine Chancel dramas

Agape love feast (around tables)

III. *"To edify the congregation and especially the youth by catechetical instruction."*

a) From the Pulpit:

Are the Reformed beliefs presented in an understandable way in sermons?

Should more emphasis be placed on the uniqueness of Reformed beliefs?

b) Junior sermon:

Are the basic truths of Scripture clearly presented in the junior sermon?

Is the length of the junior sermon appropriate?

Do your children understand the junior sermons?

c) Christian education:

Does the pastor work effectively with:

the Sunday school staff prayer groups

youth fellowship Bible study groups

What kinds or types of additional study groups, discussions, or activities would you find beneficial? Be specific.

d) Prayer groups:

Do you participate in a prayer group?

If no, why not?

e) Youth fellowship:

Do your children participate in youth fellowship?

If no, why not?

f) Bible study groups:

Do you participate in a Bible study group?

If no, why not?

g) Women's guild:

Do the women of your family attend guild meetings?

Do they participate in guild activities?

If no to either, why not?

h) Men's groups:

Do the men of your family attend?

Do they participate in activities?

If no, why not?

i) Committees:

If you have the time and talents but are reluctant to serve on committees, state reasons for your reluctance.

IV. *"Explain the points of doctrine contained in the Heidelberg Catechism and that you conform to the usual practice of our congregation in rendering all customary public service."*

a) Personal crisis counseling:

Has the minister been readily available for counseling if needed? Has he been effective in helping you to isolate the problems and to clarify the options to you to help you come to a solution?

b) Evangelism outreach:

If your initial contact was through a Pastoral visitation, what was said or done during that visitation that prompted you to attend church?

V. Other Areas:

a) Visitation:

If you have been hospitalized or gone through a period of convalescence, were the Pastoral visitations: too frequent too few just right

Were these visits helpful in meeting your particular need?

How often do you feel the minister should visit members in senior citizen or convalescent homes? weekly monthly other (be specific)

Do you feel the minister should visit you in your home periodically?

If yes, how often?

semi-annually annually every 2 years other (be specific)

b) Administration:

 How important do you feel the delegation of authority is in church?

not important important very important

Does the minister delegate authority frequently enough?

When the authority is delegated, is the task simply outlined and the objective clear?

In the functioning of committees, does the minister play:

too active a role not active enough

other (be specific)

In the delegation of authority do you feel the minister:

leads or pushes

Do you feel that your viewpoint or ideas get consideration?

c) Coordination of programs:

Is the minister aware or sensitive to the programs and needs of all organizations within the church?

d) Remuneration earned by minister in other than church-related activities.

Should the minister have the privilege of making additional income during his personal time?

ADDITIONAL COMMENTS:

Listed below are areas of responsibility of ministers. In your view of a minister's role rank these responsibilities 1 - 19 in terms of how much time you feel the pastor should devote to them during an average week. (1 for most time, 19 for least time)

**Order of Priority** **Item**

 sermon preparation

 Church administration

 counseling

 visitation of sick

 general visitation

 teaching bible study groups

 heading programs

 adult education

 youth ministries

 children's work

 ninistry to families

 work with committees

 classis

 particular synod

 General Synod

 capital area of churches

 N.Y.S. Council of Churches

 community groups: Historical Society, Fire, etc.

**EXAMPLE 7**

**COMPETENCE IN THE PARISH MINISTRY**

**OVERALL PURPOSE OF THE PARISH MINISTRY**:

To enable persons to create caring community that brings them to a realization of their God-given humanity.

Recognizing tat each parish is understood in terms of its spiritual, social, economic, racial, political, cultural, and geographical context, ministerial skills are matched to different situations. A parish clergyman develops skills that are useful in his unique situation. The practice of parish ministry includes the following areas:

1. Communication

a. In order to be competent in congregational leadership a person must have skills in the areas of communication which are appropriate to his position:

1. Public Speaking

2. Preaching

3. Traditional forms of teaching

4. Experimental forms of teaching

5. Writing of books, monographs, or articles

6. Writing of parish communications, bulletins

7. Managing correspondence

8. Listening

9. Radio, TV, multimedia, etc.

b. A congregational leader must be able to interpret symbols of the past, present, and future, and show their relevance in preaching, teaching, worship, witness, and community action.

c. Skill in helping others to communicate is necessary.

d. In addition, a congregational leader needs the capacity to give constructive criticism and to deal openly with conflicts.

2. Relation building

Competence in congregational leadership requires skill in counseling, visiting, teaching, team training, and consulting for the:

a. Development of a professional identity.

b. Enablement of other people to clarify their own convictions and values.

c. Enhancement of relationships between people and God through prayer, meditation, healing, or other spiritual experiences.

d. Facilitation of healthy interpersonal relationships in congregational activities, family, life work and friendships.

e. Involvement of the congregation with the wider community through community service, politics, liaison with the judicatory, and challenge to society.

f. Collaboration with clergy and laity of other faiths and denominations.

g. Cooperation with others in his own denominational structure.

3. Management

Congregational leadership requires management skills appropriate to voluntary organizations in the following areas:

a. Policy making through chairmanship, mediation, change-agentry, conflict management, and decision making.

b. Administration and organization of long-range development programs.

c. Fund-raising and allocation of funds.

d. Staff co-ordination and team development.

e. Use and care of facilities.

f. Recruitment and use of new leaders and participants.

g. Negotiation of salaries, contracts and letters of agreement.

h. Evaluation of programs made possible by appropriate planning and review prior to institutionalization of change.

i. Following through on commitments.

4. Personal Growth

The development of learning skills is necessary to growth in competence. Such skills include the following:

a. Ability to analyze a congregation and situation.

b. Referral to and use of outside resources.

c. Clarification of expectations with the congregation.

d. Use of the case study method for reflection and evaluation.

e. Use of continuing education and career development opportunities.

f. Utilization of consultative and professional help on the scene.

g. Ability to accept and use criticism.

h. Willingness to expose practice to review by peers.

5. Celebration and Worship

In order to be competent in celebration and worship a pastor requires skills in:

a. Preaching and the gathering of responses.

b. Making use of traditional, contemporary, and emerging forms of expression.

c. Mobilizing the creativity and spontaneity of individuals and groups.

d Presiding.

e. Designing ritual which reflects and interprets the meaning in people's lives.

f. Drawing on his or her emotional, physical, and spiritual resources.

**EXAMPLE 8**

 **CLERGY PERFORMANCE REVIEW**

Please help our pastor by completing this evaluation. The purpose is to help him grow, and set priorities and work for the coming year. Please hand it to an usher when you come to church or return it to the church office. Thank you.

Age: Sex: M F How long a member: 0-7 years 8-20 over 20

How often do you attend worship: 3-4 times a month 1-2 a month less

**WORSHIP**: planning and conducting worship services, including special services such as weddings and funerals.

don't know (poor) 1 2 3 4 5 6 7 8 9 10 (great)

**PREACHING**: bringing the word of God into focus for today, challenging, inspiring, touching us, and giving us something to take with us for the week.

don't know (poor) 1 2 3 4 5 6 7 8 9 10 (great)

**ADMINISTRATION**: serving as "executive secretary" of the congregation, working with committees and groups to help to plan and implement the programs of the church.

don't know (poor) 1 2 3 4 5 6 7 8 9 10 (great)

**CALLING** on people, at home or work, in social and serious situations to get to know the congregation and to build relationships.

don't know (poor) 1 2 3 4 5 6 7 8 9 10 (great)

**COUNSELING**: with individuals on personal and spiritual problems; with couples planning to be married, going through stress, or simply seeking advice.

don't know (poor) 1 2 3 4 5 6 7 8 9 10 (great)

**CRISIS**: being of help and comfort during the difficult times such as sickness, hospitalization, death, or other traumatic moments in life.

don't know (poor) 1 2 3 4 5 6 7 8 9 10 (great)

**ENABLER**: helping others identify their own gifts and talents, and use them in the life of our church as well as their own lives.

don't know (poor) 1 2 3 4 5 6 7 8 9 10 (great)

**TEACHING**: planning and/or teaching classes for adults, children, confirmation, and one-on-one answering of questions; and some parts of sermons.

don't know (poor) 1 2 3 4 5 6 7 8 9 10 (great)

**LEADER**: serving the congregation as the person to whom members turn for advice and guidance on the life and work of the church family.

don't know (poor) 1 2 3 4 5 6 7 8 9 10 (great)

COMMENTS: