

Staff Evaluation

Phil Stone

The door of the office opened and the staff member exited the office. It was apparent that what had just transpired did not go well. His face was tight, and the look of despair was present. He walked back to his office with a hitch in his step. No energy or excitement was evident. He sat in his chair and said, *Six 2's; how could I have gotten six 2's. I've worked hard this year. My ministries have grown and succeeded. Others have affirmed my work. How could my supervisor have given me six 2's? I feel like quitting!*

What had just happened was a staff evaluation. The evaluator had used one of those “Rate Your Staff” instruments that attempts to put well rounded people into several square little holes by rating their ministries on a scale of 1 – 4, with 2 meaning *needs improvement*. This staff member left the evaluation experience feeling devalued and unappreciated. It may not have been the evaluator’s intention to convey these perceptions, but this is the reality, and the staff member is now hurting and unmotivated to pursue excellence in the coming year’s ministry. What would have made it better?

It is my conviction that if a staff member who is doing his/her job does not leave the evaluation experience affirmed, supported, and super-charged to take on another year’s ministry, something is wrong with the evaluation instrument and/or the evaluator.

What is the purpose of the annual evaluation experience?

First and foremost, it is a time of affirmation and support. The method of evaluation used should focus on what the staff member has done well and how his/her ministry has enhanced the accomplishment of the church’s mission and has helped the church live into its God-given vision. The staff member should feel that s/he is an important part of the team and his/her ministry is valued.

Second, and equally important, it is a time for encouraging *at-a-boys (girls)* that should challenge the staff minister to look forward to next year’s work with a positive attitude. The staff minister should leave the evaluation experience super-charged for another year of Kingdom team work.

Third it should be a time for positive reflection on how the staff team might work together to strengthen Kingdom work and how this staff team member might be a part of that strengthening effort. The evaluation could include a dialogue about the staff member’s top 3 strengths and how they might be improved to their next level and the 1 or 2 areas of skill or ministry in which change may be needed to enhance mission accomplishment. Focus should always be on *how to accomplish the mission of the church*. Skill development could be discussed and suggestions and offers made for providing help to the staff member to strengthen skills.

Fourth, and as a last resort, evaluation can also be used to protect the church by putting in writing and having on file documentation of a staff member who is not doing his/her job. This documentation will support the possible decision of the church to terminate the staff member. There have been examples when a staff member involved the church in litigation following a termination asking for proof that the staff member had not been performing adequately the ministry position description agreed upon at hiring. If the staff member only has positive evaluations with never any mention of job performance problems, then the church will be hard pressed to prove the termination was caused by job performance and not other issues like age or gender discrimination or life-style issues which might be disputed in litigation.

However, if the staff member is working hard, but is simply ineffective, then redemptive measures should be made on a regular basis and evaluation should not wait until the annual review time. It is the responsibility of the evaluator/supervisor to stay current with job performance of staff members and to manage these issues effectively and regularly.

Evaluation of church staff members is quite different from employee evaluations in the corporate world, which rely heavily upon productivity, effectiveness, performance, and contribution to the overall profitability of the company. Staff members are done a disservice when reviewers consistently give flowery and non-constructive evaluations. This type of policy seems to imply that the reviewer wants to be a person who is liked by the staff more than one who is honest and can give constructive criticism for improvement. For performance evaluations to be effective, there must be honesty, objectivity, and open communication. The managing of staff members in the church must be done with care, concern, and a desire to help them attain their goals. These evaluations should be fair, yet firm; consistent, yet compliant; and discerning, yet encouraging and constructive. (Paragraph adapted from Crown Financial Ministries)

However, staff evaluations should never be used to intimidate, brow-beat, or put-down a staff minister who is sincerely working hard and doing his job. The focus must stay on the church's mission/vision and how this staff team member is involved in accomplishing this Kingdom purpose.

Guidelines for Staff Evaluation:

Staff evaluations should be more of a two-way conversation or dialogue between colleagues than an over/under, one-sided, supervisor to staff member session. Often the one doing the evaluation serves also as the evaluatee's pastor. Therefore, it is relevant to be quite personal and interested in issues surrounding the staff member's personal growth and family and how the church/pastor might be helpful. The conversation could relate to four relationships: with God; with self; with family; with job/ministry/people at church. Each relationship might include some coaching questions to open the dialogue and to keep the conversation going. (See Questions to Use during the Evaluation Conversation/Dialogue*)

Staff is evaluated on

1. Relationship With God:

- a. Tell me about your current personal spiritual journey.
- b. How are you growing as a disciple of Christ?
- c. What can I or the church do to enhance your spiritual life?

2. Relationship With Self:

- a. Tell me about your current personal growth journey.
- b. What is your personal mission statement?
- c. What do you do for fun?
- d. What do you enjoy doing on your day off?
- e. What can I or the church do to enhance your personal life?

3. Relationship With Family:

- a. Tell me about your current personal family journey.
- b. What can I or the church do to enhance your family life?

4. Relationship With Job/Ministry/People at Church:

- a. Tell me about your current personal professional journey at church.
- b. What is your greatest passion in ministry currently?
- c. Do you see your ministry supporting the values, vision, and mission of the church?
- d. Tell me about your plans for professional development.
- e. What are you reading? What conferences are you attending?
- f. Share with me your current ministry objectives and goals. How are you fulfilling these goals?
- g. How is your relationship with the other ministers/staff team?
- h. How is your relationship with church leaders; members?
- i. How is your job going? Do you feel that you are fulfilling the expectations of your job?
- j. What might you need to give up or add?
- k. Do you feel adequately appreciated and compensated for the work you do?
- l. Are you feeling fulfilled professionally and spiritually through your work?
- m. What are your top 3 strengths in your ministry, and how might these be strengthened?
- n. What are 2 areas that might need changing to strengthen your ministry?
- o. What can I or the church do to enhance your professional ministry at church?

When a dialogue or conversation is opened between colleagues, this gives both the opportunity to put the mission of the church as the number one focus and the team effort to accomplish this mission and live into the God-given vision as top priority. It shows authentic concern for the staff minister being evaluated, and it gives him/her the opportunity to share his/her thoughts and to share with the supervisor his/her passion for the work. It also gives the supervisor insight into the staff ministers' calling and personal walk in ministry. When there are improvements that need to be made, the supervisor can use the last two questions: *I see your top 3 strengths in ministry as.... Ways to move these strengths to the next level might be.... Two areas that might need change to strengthen your ministry include.... Things to add or change to strengthen your ministry include....*

Suggestions for Staff Evaluators:

1. Remember, you're on the same team. Treat your staff minister as a team member.
2. Always start with strengths and ways to move them to the next level.
3. Be honest about changes that are needed, but make suggestions in a positive, affirming manner that builds up rather than tears down personality.
4. When outside information is shared with the staff member regarding work or relationships, always bring information from primary sources, never *I overheard this conversation...; I've heard someone say....* Rather say, *Susie Smith, Ministry Assistant, shared this concern with me....* Example, one staff minister was evaluated on something his supervisor overheard outside of his/her office door. Primary sources were not checked for accuracy.
5. When you're sharing outside information regarding work or relationships always share the name of the person who shared the information (or don't share the information), never, *someone told me...; several people have come up to me and said....* One can do little with such information, because possibly, *someone or several* could be 1 or 3/4 of the congregation, and probably *someone or several* have come to the staff minister and said just the opposite. To share information without a name is not fair nor is it ethical. Rather, say, *John Smith, Sunday School Director, shared with me this concern....*
6. When outside information is shared be sure to check for accuracy before sharing it. Inaccurate information can be hurtful even though it is inaccurate.
7. If positive change has occurred as a result of last year's evaluation, be sure to note it and give positive affirmation for this change. Nothing is more de-motivating than to have the same

comment made year after year when work has been done on the change but never noticed or acknowledged.

8. Take into account the personality of the staff minister being evaluated. For instance, one staff minister was evaluated as being inflexible and reticent to change when he voiced uncertainty regarding a new way or method of doing something. However, this staff minister on the *DISC* behavioral scale is an 'I' which means that he *verbalizes his thoughts*. He was not so much opposed to the change as he was using verbalization of the change to help him find the solution to the change.
9. Be sure you know what you're talking about before you evaluate someone else on a specific subject or information. It's easy to sound like you know a subject, but in reality your knowledge is limited.
10. If you have *personal baggage* in your relationship with this staff minister, make every effort to be objective, leaving the *personal baggage* out of the evaluation or get someone else to do the evaluation.

Now, This Is Better

The door of the office opened and the staff member exited the office. It was apparent that what had just transpired had gone well. His face was bright, and the look of enthusiasm was present. He walked back to his office with a skip in his step. Energy and excitement were evident. He sat in his chair and seemed super-charged as he said; *My pastor is sincerely interested in me, my life and my family. He also values my ministry and the work that I do. Next year is going to be an awesome year of ministry. The Kingdom will be strengthened and God will be honored. I can't wait to get started!!!*

An expanded list of questions based on the four relationships:

1. Relationship With God:

- a. What are you doing to for personal spiritual growth?
- b. How is your quiet time?
- c. What is your plan for personal Bible study?
- d. How are you growing as a disciple of Christ?
- e. What can the church do to enhance your spiritual life?

2. Relationship With Self:

- a. What are your top 3-5 personal core values?
- b. What do you see as God's vision for your life for the next 5 years?
- c. What is your personal mission statement?
- d. How is your health?
- e. What are you doing to improve your personal fitness?
- f. What do you do for fun?
- g. What do you enjoy doing on your day off?
- h. What is your personal growth plan?
- i. What can the church do to enhance your personal life?

3. Relationship With Family:

- a. What are you doing to improve your family life?
- b. What are you doing to improve your marriage?
- c. What can the church do to enhance your family life?

4. Relationship With Job/Ministry/People at Church:

- a. How is your ministry supporting the values, vision, and mission of the church?
- b. What are you doing to improve yourself professionally?
- c. How is your time management?
- d. What are you reading? What conferences are you attending?
- e. What are your passions and gifts for ministry?
- f. What are your ministry objectives and goals; how are you fulfilling these goals?
- g. How is your relationship with the other ministers/staff?
- h. How is your relationship with church leaders; members?
- i. How is your job going? Do you understand and feel that you are fulfilling the expectations of your job?
- j. What might you need to give up or add?
- k. Do you feel adequately appreciated and compensated for the work you do?
- l. Are you feeling fulfilled professionally and spiritually through your work?
- m. What are your top 3 strengths in your ministry, and how might these be strengthened?
- n. What are 2 areas that might need changing to strengthen your ministry?

Additional Powerful Coaching Questions that might be Used During the Evaluation Conversation/Dialogue (Source: *Fulfillment Resources*)

What are the possibilities?

How does it look to you?

What have you tried so far?

What does or would it look/sound/feel like?

How does this fit with your plans/way of life/values?

What are other angles you can think of?

What if it doesn't work out the way you wish?

How do you want it to be?

How can you find a way to have it be fun?

If you could do it over again, what would you do differently?

If you could do anything you wanted, what would you do?

What seems to be the main obstacle?

What is stopping you?

What will you have to do to get the job done?

What support do you need to accomplish this job?

What can I or the church do to provide support?

What was the learning?

What do you want?

How will you know you have received it?

In the bigger scheme of things, how important is this?

What kind of plan do you need to create?

What are the chances of success?

How does this affect the whole picture?

What are your next steps? By when?

How is this working?

How would you summarize the work/effort so far?

What do you want to see happen?

What are you tolerating?

What keeps you going?

What is working?

When are you able to laugh at yourself?

What do you have to give up or add to reach your goals?

If you were at your best, what would you do right now?

Where do you give your power away? To whom? When?

What would free you up?

What will recharge your batteries?

Who can you get to help you on certain projects?

What thrills you?

What are you unwilling to change? Willing to change?

What is the decision you have been avoiding?

What have you wanted to do but haven't?

What are you settling for?

What do you expect from yourself? From others?

How far have you come?

What did it take to get here?

What have you learned about yourself?

What values require your constant attention?

What's next?

What happens after what happens next?

The following is a compilation of resources on Church Personnel Issues. These resources should be considered the opinion of the writer and not the recommendations of the BSCNC.

Bill Easum on Church Staff (From a report to Hilliard UMC, 2002)

The primary paradigm shift today in the area of church staff is the movement from staff doing ministry to staff equipping others to do ministry. Instead of going to work thinking about what one must do, the staff goes to work dreaming about who they might meet, transform, and mentor. Instead of trying to get a ministry done or a task performed, the staff looks for new people to mentor, equip, and send out into ministry. The shift is from doing to finding. In such a model job descriptions get in the way. All that is needed is the charge to find new people and equip them to use their spiritual gifts and to take responsibility for ministry. Some call this the “Jesus model.” He was people oriented instead of task oriented. To be the follower of Jesus is to look for people to whom we can say “follow me and I will make you fishers of people.” The role of staff is the transformation of people, not the taking care of people. The rule of thumb for the appropriate number of program staff in a traditional church is the equivalent of one for every one hundred people in worship. **For more information see, Bill Easum, *The Church Growth Handbook*, Abingdon, also see Resource Section, Easum, Bandy & Associates material, *Developing a Multiple Staff, Administration and Restructuring.***

If you have an adequate number of the right staff in the right ministry, you will have all or most of the volunteers you need. Staff members do not replace volunteers. Staff identify, recruit, equip, and deploy laity into ministry. They do not perform ministry on behalf of or for the congregation. They do not serve the congregation. They should not be thought of as the “hired gun.” Most program people should be able to pay for themselves within two to three years in additional people they bring in.

More staff is needed today than in the 1950's because the world we live in today is far more complicated. In the 1950's the nuclear family of mom, dad and the kids came to church. Today, there is a vast area of different types of families. In the 1950's, the church had very little competition for the lives of children and youth.

Today, the church finds itself competing with a variety of things that pull children and youth away from the church. In the 1950's, the Judeo-Christian value system was reinforced in the home, the schools, and the church. Today, only the church reinforces the Judeo-Christian value system. Drugs and gangs were not widespread in the 1950's. Today, people are more mobile and most often do not have an extended family nearby to help in times of crises. In other words, it is far more difficult today to minister to people and equip them for a life that follows Jesus Christ.

The following are the top four most important staff positions. If any of these are not covered the church will suffer. Keep in mind that the responsibilities of the following are just examples. What would you pick from these? What other people or positions would complete your DNA.

Lead Pastor - is responsible for casting and guarding the vision, overall responsibility and/or delegation for staffing, ensuring an environment where spiritual leaders arise and are nurtured into leadership.

Worship Leader/s is responsible for planning and leading worship, developing singers and musicians, choirs if you have them, the spiritual development of all of these people, Special worship events, anything pertaining to worship.

Outreach Person is responsible for ministries like, Servant Evangelism (www.kindness.com), Alpha (<http://www.alphana.org/>), Membership Training, Decision Booth (places after worship for people to register their faith decisions), Prayer Partners, making sure each group has a mission, Parking Team, Fishing pools (social events under 100 where people come together, both members and non members, and where your spiritual leaders and small group people go fishing for potential converts or group members), interpreter of the culture to the staff and especially the way the pastor crafts the message.

Lay Mobilizer - is responsible for creating the list of six systems mentioned in Lay Mobilizing, Adults, Lay Pastors, Equipping Disciples, Discovering God or Disciple or Bethel etc. (a program), Emmaus ,Spiritual gifts, Children, Sunday School, Youth. Remember this person DOES NOT DO any of these ministries other than create and insure there are systems in place that move people from no faith to deep faith.

Administrator - is responsible for the following: Stewardship drive, wills, legacies, Finance Committee, all property issues including the Trustees, supervises office and maintenance personnel, use of the facilities. This person should be present on Sunday to take all administrative needs off of people-oriented staff. This person assists and represents the pastors at finance, trustees, day care, and pre-school. The rule of thumb in a church this size is that staff should be able to function with minimal input from the senior pastor. The primary role the senior pastor should play is that of Visionary, not "nuts-and-bolts" leadership. The primary responsibility of the staff is to identify, recruit, train, lead, and deploy lay people into ministry. Staff should not be paid to do ministry, they should equip the laity to do ministry. At present, you are short the equivalent of two full time program staff people just to take care of the present worshipers. Program-based churches must have a staff that is equal to one program staff for every 100 people in worship. This person does not need to be ordained. In fact it is best if the person isn't since you already have an Associate Pastor. Most effective churches are avoiding bringing an associate pastor on the staff in the early stages of developing a staff. I recommend that churches wait until they have over 450 in worship. Larger churches are also reducing the number of associates in favor of lay people who specialize in an area. These people are usually more gifted in one or more areas and understand the real world better than most clergy. They also tend to stay longer.

It is also better to bring people on the staff to accomplish certain new ministries or to strengthen certain ministries than to ask them to fill a position that is very general in nature. For example: It is deadly to hire someone to "run the educational program." Instead, hire them to develop the adult ministries by starting new classes every three to six months, or to develop small groups that multiply, or to train a cadre of key teachers to train other teachers, or to start an after-school ministry to children, etc.

Another trend is the reduction in the number of secretaries a church needs because of computers and volunteers. It is not uncommon for a church of 1,000 in worship to have only two secretaries including all of the financial operations of a church. One computer literate secretary with a good network system and the ability to delegate to a cadre of trained volunteers, can support ten full-time program people. Of course, this is complicated by the senior citizen who wants to drop in the office for an informal chat with the secretary.

The most influential trend in church staffing is the team concept. In this model there are no job descriptions for each staff person. Instead, there are goals and objectives for each team. The teams are organized around a common mission. Instead of a person to do evangelism and one to do assimilation, there is a team with the mission to win people, a team with the mission to disciple people, and a team with the mission to send people. See *The Comeback Church* by Randy Frazee. The team evaluates itself. I would not be surprised in time to see churches paying teams rather than individuals. The team would then decide who receives what remuneration based on their contribution to the team mission. An exceptional

model for interviewing prospective new staff members is included in the Appendix. See *A Team Concept of Bringing Paid Staff on Board*

- A. Hire someone to work full time as your Lay Mobilizer. See description above.
- B. Hire a worship person who can make the contemporary worship position the equivalent of a full time position.
- C. Hire a Church Business Administrator and someone part time to fill in the gap in the contemporary worship area. See description above.
- D. PPR should set salaries based solely on how the staff person embraces and produces in other people the Mission Statement. The senior pastor should have a vital part in setting salaries other than his own. This will reinforce the values of the Mission Statement and advance the Kingdom.

A Team Concept of Bringing Paid Staff on Board

One of the most crucial responsibilities of a senior pastor in a church with one hundred and fifty or more people in worship is the discovery, recruitment, coaching, and empowerment of a diverse, talented staff who are all following the same goal. As a church grows larger, this responsibility becomes more central and crucial to the role of the senior pastor. Denominational officials seldom communicate this truth to pastors who move through the ranks from small to medium to large churches or who are appointed or called to a larger church. Thus, most pastors waste valuable time trying to figure this one out. Small churches do not prepare either the pastor or the personnel committee to be aware of these responsibilities. This section focuses directly on one aspect of this process, recruitment, and indirectly on empowerment.

Before Bringing Them For the Interview

Before spending the money to bring a person to the church for an interview, do the following. One, the candidates submit a resume of where they have served, along with three references. Two, have the candidates take several personal inventories to see if they have the temperament and gifts that are needed on your team. These inventories do not measure the skills of the person but how this person might use their skills on your team. Many inventories exist to assist you in this process. Three, if the persons who appear to be possible candidates are at a distance, contact them by phone and boil the process down to one to three candidates that you are going to bring to the church for personal interviews.

The On-Site Interview

A great method of on-site interviewing that I have found to work consists of four questions that are asked of the candidates by the Senior Pastor at the beginning of the interview process. The questions are sequential, with each one built on the ones before it. The next question is asked only if the candidate enthusiastically and adequately responds to the previous question. The interview is terminated without wasting any more time of the candidate or the church. It may be that you may ask the candidates to answer these questions before bringing them to your church for interviews. Still, you would go through the following process eye-to-eye. Here then are the questions.

Describe for me your spiritual journey. More important than one's skills or talents, attributes or qualities, is whether or not the person has been on and is on a spiritual journey. You want all of your staff to be spiritual giants. Staff should be about kingdom business not just looking for a place to use their skills or merely earning a living. I run into the two following examples most often. The music director or organist who works in a church only because it is a place where they can use their talent. If they were not directing the choir or playing the organ, they would not be in that church or perhaps any other church. The other example is the business manager, financial person, or secretary who works at the church only because it is a place to earn a living. No one should work on a church staff simply to earn a living. What you want are

people who passionately yearn to pursue their spiritual journey as well as the journey of others. Just being able to enthusiastically describe their journey is not enough. The journey must be one that has prepared them for ministry in the 21st century.

I would use the following chart to evaluate their journey.

Ineffective Paid Staff are:

Committed to the church
Managing committees
Holding offices
Making decisions
Trained for membership
Serving at the church
Preoccupied with raising money
Doing church work
Retiring from church work
Surveying internal needs
Eager to know everyone
Loyal to each other
Building faith on information
Perpetuating a heritage

Effective Paid Staff are:

Committed to Christ
Deploying missions
Doing hands-on ministries
Making disciples
On a lifelong quest for quality
Serving in the world
Preoccupied with rescuing people
Finding personal fulfillment
Pursuing constant personal growth
Sensitized to community
Eager for everyone to know God
Drawn to the unchurched
Building faith on experience with Christ
Visioning a future

If most of their spiritual journey is on the left side of the chart, the interview is over.

If most of it is on right side, then continue the interview.

How do you FEEL about our Mission, Vision, and Values Statements (referred to as church culture)?

At this stage of the interview, look at the eyes of the candidate. Do they dance and sparkle when the person answers this question? Do they do so in such a way that you are convinced they really resonate with the church culture? Does his/her response convince you that this person would be a great ambassador of your church culture? You are looking for staff who are so in love with your church culture that they are willing to set aside personal agendas and conduct their ministry based on what is best for the church in the long run. Avoid like the plague recruiting anyone whom you suspect is only using this position as an opportunity for advancement to a better church. You're looking for people who are so in love with what they do and with whom they are doing it that they have no desire to leave even if offered a promotion.

Never, ever give the candidate a job description.

You want to recruit people around your church culture not a job or task to perform. You're asking this person to join you on an adventure. In most churches, you're asking the person to take a journey where perhaps neither has gone before and therefore, a map must be drawn as you go. All a job description does is discourage staff from taking a journey, becoming a team player, being a life-time learner, taking innovative risks, coloring outside the box, and looking for ways to expand their responsibilities. Job descriptions are the prelude to hearing "That's not my job." Such a statement should never be heard in a team based ministry.

What gifts do you bring that would add value to our church culture?

Instead of asking the candidate to do something that the church feels it needs done, let the candidate explain to you how he/she would use their gifts to enhance the church culture. Doing this helps insure that the person understands how his/her particular gifts bring more completeness of the Body.

How would you go about adding this value?

Using this approach allows the Holy Spirit to work more freely in your midst. You may be surprised how often this approach leads to effective ministries that would otherwise never be discovered. It might be

good at this point to explore if the candidate has any previous experience working in a team based environment or if the candidate has any feelings about working in such an environment. Listen for such responses as “*I know I’ll need to put together a team because I don’t have all the necessary skills to do the kind of ministry that the culture calls for, but I’m open to learning it;*” or “*To be effective here I’ll have to develop and empower a team.*” Such responses are what you want to encourage in all leaders of the church

Those who make it to the end of the interview process are then interviewed by the appropriate staff members.

A great method of corporate discernment is to have as many appropriate paid and unpaid staff to interview the candidate as possible. I would start the interview at 8:00 am with the Senior Pastor asking the above questions. Then at thirty minute intervals, have the paid staff individually interview the candidate. They will ask questions based on their role within the team. Give each of them a sheet of paper that asks of them three things: Would you hire them, yes or no? Could you work with this person? What further questions would you like asked of them by the Personnel Committee at the end of the interviews? At the end of the interview process, the Senior Pastor tallies the interviews and lists the questions. If anyone one person says they could not work with this person, do not hire the candidate. If two or more vote NO, do not hire this person. Depending on the size of the church, this process could take all day or two days. At the end of the process, the senior pastor would meet again with the candidate. Part of the purpose of a grueling schedule is to see how the person’s stamina is holding out. Don’t ever bring anyone on board who has low energy. If the candidate did not pass the interview process, the Senior Pastor would meet with him/her and explain why. The hope here is that the candidate might learn from the experience. If the candidate did pass the interview process, the Senior Pastor would ask the candidate the questions the staff compiled during the interview process.

Finally, the candidate is interviewed by the Personnel Committee.

In most church structures this committee has the final word. This final word is a check and balance of the power of the Senior Pastor. The Senior Pastor meets with the committee prior to the candidate doing so and shares with them the results of the interviews as well as a recommendation about whether or not to hire the candidate. In most well run organizations, if the Personnel Committee disagrees often with the Senior Pastor, the Senior Pastor is out of a job. No model insures absolute wonderful hiring discernment. This one maximizes the team concept and eliminates most of the mistakes made by most congregations.

Church Staff Evaluations

by Crown Financial Ministries

Although church staff evaluations are used to determine many things regarding the work performance of church staff members, the purpose of this article is to show how staff evaluations can be used to determine whether salary increases are justified.

The one area of church staffing that seems to cause more disagreements than any other is the reviewing processes that churches use to evaluate whether staff members deserve pay increases.

Evaluation of church staff members is quite different from employee evaluations in the corporate world, which rely heavily upon productivity, effectiveness, performance, and contribution to the overall profitability of the company.

How can a church evaluate the effectiveness of staff members as a determining factor for the issuance of salary increases? Can their salary be linked to the number of baptisms they performed? The number of commitments made to Christ through their influence? How much money was brought in to the general fund by the particular department in which they minister?

In reality there are only two points in which church staff, especially pastoral staff, can be evaluated: accountability and effectiveness.

How church leaders view their staff

Although the following list is far from extensive, it does identify five guidelines that church leaders can use to evaluate their staff members with regard to salary increases (anything over a cost-of-living adjustment).

1. *Staff potential.* Every staff member's potential to his or her respective department and/or ministry, as well as to the church overall, should be taken into consideration when making an evaluation.
2. *Position appreciation.* Staff members should be evaluated with regard to their attitudes toward their positions and responsibilities. Whether members are appreciative or resentful of the opportunity to serve should be taken into serious consideration.
3. *Fair day's pay for a fair day's work.* Although it may be difficult to determine how faithful staff members are at performing the jobs for which they were employed to do, special efforts should be made and notice given to both conscientious as well as lackadaisical work habits.
4. *Rewards are earned, not given.* All staff members must realize that the paternalistic corporate approach of "giving" a raise or "giving" a holiday cannot be extended beyond the accepted just because they work in a church environment. Laborers are truly worthy of their hire and their work ethic must reflect that truth.
5. *Fair and consistent treatment where there is no favoritism.* One of the quickest ways to lose the respect of staff is for the church leadership to vacillate in the observance of standards and procedure, be inconsistent in day-to-day policy, and show partiality in the treatment of one member over another.

The evaluation

Staff performance reviews are not only valuable tools in determining responsibilities, expectations, and performance, but they can serve as guidelines to determine whether particular laborers are truly worthy of their hire.

Staff members are done a disservice when reviewers consistently give flowery and nonconstructive evaluations. This type of policy seems to imply that the reviewer wants to be a person who is liked by the staff more than one who is honest and can give constructive criticism for improvement.

For performance evaluations to be effective, there must be honesty, objectivity, and open communication.

Conclusion

The managing of staff members in the church must be done with care, concern, and a desire to help them attain their goals. This is especially true when the question of the monetary worth of staff members' responsibilities and work performance come into play.

Although it is not totally foolproof, the performance evaluation is the most common tool used by churches to determine whether staff members are fulfilling the obligations and responsibilities they were hired to perform.

These evaluations should be fair, yet firm; consistent, yet compliant; and discerning, yet encouraging and constructive.

Annual Performance and Salary Review

In order to ensure that checks and balances occur in the salary decision-making process and that employees and pastors are informed about salary matters, the following will serve as the process by which annual salary recommendations are made at First Lutheran Church:

- Performance evaluations will be done annually during April or May. Employees and pastors are to do their evaluation with their immediate supervisor. The senior pastor will be evaluated by the Human Resources Committee (HRC). A copy of all performance evaluations will be given to the senior pastor. Only the employee/pastor, immediate supervisor and senior pastor will see the evaluation unless the employee/pastor gives their consent.
- When the budget process begins each fall, the senior pastor will make recommendations to the HRC concerning salary increases for all non-pastoral staff. The general salary increase recommendation for each employee will be prioritized as “high”, “average” or “low.” This broad recommendation will be based upon a variety of considerations: performance evaluation, qualifications and experience, length of service, equity among staff, relative worth of the position, comparisons of similar positions in other churches, ability of congregation to provide increases, unique circumstances concerning the position or employee, etc. The HRC will make recommendations for all pastoral staff. All staff recommendations are considered confidential between the senior pastor and HRC.
- The HRC will translate their decisions regarding the senior pastor’s recommendations into specific percentages and dollar amounts for each employee and pastor of the church.
- The HRC provides their recommendations to the Congregation Council for each individual and pastor. This information is considered confidential between the HRC and Council. Once the Council has made a decision concerning the HRC recommendations, employees and pastors will be informed of their individual salary recommendation. This information is considered confidential between the Council and individual. If an employee or pastor wishes to contest or be in conversation about their salary determination, they may meet with the HRC. If agreement is not reached with the HRC, the individual may meet with the Council. The Council will make a final decision concerning that individual’s salary.
- Once a final determination is made for all salaries, the total amount for all staff salaries is listed in the proposed budget to be presented to the congregation. Salary information concerning individuals is considered confidential.
- After the annual meeting of the congregation when a budget is approved, the senior pastor will inform all staff of their individual salary change, submit change of salary information to the ELCA pension office, and insure that salaries are retroactive to January 1 since the church’s budget operates on a calendar year.

MINISTERS' ASSESSMENT

After each statement are numbers 1 through 4, with 1 indicating a strength in a particular area, 3 indicating a weakness, and 2 being a neutral position. The number 4 will be a column for expressing no opinion. After each section there are some empty lines labeled "S & W" and "Actions." "S & W" should be used to give specific examples of strengths and weaknesses, and "Actions" should be used to give specific examples of actions to be deleted, continued, improved, or newly undertaken. At the end of the form is space to be used for developing strategies for making changes that will improve ministry. It is suggested that both ministers and members of the committee fill out the complete assessment and compare them with one another.

I. WORSHIP

- | | |
|--|---------|
| A. Evidence of personal spiritual and devotional life. | 1 2 3 4 |
| B. Preaching. | 1 2 3 4 |
| i. Style and organization of sermon. Are the points clear and relevant? | 1 2 3 4 |
| ii. Effectiveness of language. | 1 2 3 4 |
| iii. Good theological foundation. | 1 2 3 4 |
| iv. Appropriateness of illustrations. | 1 2 3 4 |
| C. Appreciates and understands corporate worship, liturgy, and music. | 1 2 3 4 |
| D. Functions effectively as a worship leader. | 1 2 3 4 |
| E. Appropriately administers sacraments and the use of occasional services, such as funerals, weddings, baptisms, etc. | 1 2 3 4 |
| S &W | |
| Actions | |

II. EDUCATION AND NURTURING

- | | |
|---|---------|
| A. Has a strong theological and biblical foundation for teaching. | 1 2 3 4 |
| B. Is able to connect Christian faith and daily life. | 1 2 3 4 |
| C. Knows basic teaching skills and techniques. | 1 2 3 4 |
| D. Supports educational programming in congregation. | 1 2 3 4 |
| E. Is able to work with different age groups. | 1 2 3 4 |
| F. Teaches biblical stewardship of life and resources and relates this stewardship to church support. | 1 2 3 4 |
| S & W | |
| Actions | |

III. Outreach

- | | |
|---|---------|
| A. Has good philosophy and practice of pastoral visitation with | |
| i. Prospects | 1 2 3 4 |
| ii. Hospitalized | 1 2 3 4 |
| iii. Shut-ins | 1 2 3 4 |
| iv. Active members | 1 2 3 4 |
| v. Inactive members | 1 2 3 4 |

- B. Provides support and leadership for lay visitation programming and congregational outreach. 1 2 3 4
- C. Encourages members in sharing their faith in daily life. 1 2 3 4
- S &W
- Actions

IV. COMMUNITY AND ECUMENICAL ACTIVITY

- A. Has appropriate involvement in community concerns. 1 2 3 4
- B. Works well with other churches and organizations in the community. 1 2 3 4
- C. Participates in associational, state and church-wide mission. 1 2 3 4
- D. Informs and involves congregation in associational, state and church-wide mission. 1 2 3 4
- S &W
- Actions

V. MEETING HUMAN NEEEDS

- A. Relates Christian faith to society, politics, and world issues 1 2 3 4
- B. Is effective in counseling with
 - i. Couples contemplating marriage or in marriage crisis. 1 2 3 4
 - ii. Individuals in personal crisis or in decision making situations 1 2 3 4
 - iii. And makes appropriate referrals 1 2 3 4
- C. Provides leadership to congregation to program for meeting human needs 1 2 3 4
- D. Enables formation of support groups for those with special concerns. 1 2 3 4
- S &W
- Actions

VI. ADMINISTRATION

- A. Motivates, trains, and affirms leadership in the congregation. 1 2 3 4
- B. Enables planning for congregational life and mission. 1 2 3 4
- C. Plans for the future in his/her own life and ministry. 1 2 3 4
- D. Is effective with administrative responsibilities in
 - i. Office routine and staff supervision. 1 2 3 4
 - ii. Preparation of newsletters, reports, bulletins, and other communications. 1 2 3 4
 - iii. Time management and scheduling. 1 2 3 4
- E. Can deal with conflict. 1 2 3 4
 - i. Is able to give and receive criticism gracefully. 1 2 3 4
 - ii. Accepts and works through conflict in the congregation. 1 2 3 4
- S &W
- Actions

VII. PERSONAL CHARACTERISTICS

- | | |
|--|---------|
| A. Integrity; faith and life soundly related. | 1 2 3 4 |
| B. Sensitive to others; insightful about their needs. | 1 2 3 4 |
| C. Congenial, open to dialogue. | 1 2 3 4 |
| D. Adventurous; openness to new ideas; flexible. | 1 2 3 4 |
| E. Graciousness; supportive of others. | 1 2 3 4 |
| F. Respects and identifies with congregation's life style. | 1 2 3 4 |
| S &W | |
| Actions | |

Adapted from NW Synod of Wisconsin Resource Center by Phil Stone BSCNC

Try these links for Staff Evaluation resources:

http://www.synodresourcecenter.org/admin/personnel/staff_evaluations/0002/staff_evaluation_form.html

<http://staff-development.cant.ac.uk/staff-conference/evaluation-forms.htm>

<http://www.sagu.edu/acad-depts/youthmin/downloadabledocs/Church%20Staff%20Self-Evaluation.doc>

http://www.cuc.ca/faq_staff_evalu.htm

<http://www.webedelic.com/church/paseval2f.htm>

<http://www.ngumc.org/oms/adobe/CLERGYEVALUATIONFORMSFORDS.pdf>

<http://www.alban.org/BookDetails.asp?ID=910>

Resource:

User Friendly Evaluation: Improving the Work of Pastors, Programs and Laity

by C. Jeff Woods

Each congregation must evaluate itself in light of its own mix of gifts, backgrounds, talents, and opportunities. Presenting the best of evaluation theory past and present, Woods shows clergy and lay leaders how to engage in mutual evaluation-not judgment-of ministry, mission, and community as a shared responsibility. The goal is building up the congregation. A special chapter provides commentary from church evaluation experts Roy Oswald (Alban), Paul Light (ABUSA denominational staff), and Jill Hudson (PCUSA judicatory executive) on dilemmas congregations face in evaluation.

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How Do You Develop a Church Staff?

Three important steps to remember for this important process.

by Glen Kreun

I've been asked this question often throughout my 20 years of ministry at Saddleback. I've talked with countless pastors and church leaders about staffing issues. I sincerely empathize with them as I listen to the horrors they face concerning staff difficulties.

Unfortunately, most of the problems they face, and are now asking for guidance to resolve, are a reflection of a mistake first made when they brought the person on staff.

Staff development begins when you make the decision that there's a need to hire someone, not when the staff person comes onboard or when you are having difficulties with that person.

As I reflect on the years I've been responsible for developing staff, I've concluded there are three very important steps in the process.

- First, consider the type of person you want on your staff.
- Second, write a job description or position description.
- Third, have a thorough interview process.

First, consider the type of person you want to hire. You'll spend a huge portion of your life around your staff, whether it is large or small. With that in mind, you need to think about what kind of person you want to interact with on a regular basis. If you don't enjoy where you work, why would anyone else want to be there? Why would you want to spend time working with and developing people you do not enjoy being around? Why would you not want to be friends - even best friends - with the people on your staff?

At Saddleback we often say, "We take God very seriously; however, we don't take ourselves seriously at all." So one of the criteria we use for seeing if someone is a good fit here is: can he make fun of himself? Can he handle being the brunt of a joke, or does he take himself too seriously? If a person can't laugh at himself, he will not be fun to be around. If a person takes himself too seriously, he is much more likely to place blame on others rather than accept responsibility for himself.

Do you enjoy being around your staff? Are you having fun at work? If not, I would suggest that you rethink and change your hiring practices. Church staffs that have fun – and stay together - are far more productive and cost the church less money in turnover.

Second, develop the job or position description. This is your "think time." It is when you look at the overall church vision, and then look at how a position will help fulfill that mission. When you do that, you reduce the chances of making a poor hiring choice.

The time you spend on developing a position description is time well spent. You can't think through all the implications and possibilities of any position, but the more "think time" you put into developing a job description, the better chance you'll find the right person.

Remember, a person does what he enjoys, not what a job description says, so find the person who enjoys doing the work that you need done.

Once you know the type of person you want to hire - and have completed the position description – then, and only then, are you ready to begin your job search.

Third, take a look at your interview process. Take time to interview well! Use this time to determine if the person is the 'fun' person you want on your staff. Determine if the candidate has the passion for the job you have.

Does the candidate have the leadership ability and experience to take your team to where the church will be in five years? These are some questions you'll need to answer during the interview. The interview process is where you allow the candidate to share his life and his story.

Hear everything the candidate has to say about himself, and do not help him tell his story! Do not interrupt him. Do not coach him. Do not let him know what you are looking for. Allow him to talk and share.

Then, ask about his accomplishments and passion. Have him share conflict resolution stories, and have him share at least a couple of success stories from his ministry. Measure his success, not on his standards but on your standards.

Once you've hired your staff, then what?

The church is a theological institution, so I believe that staff development includes an understanding of biblical theology. Most churches probably wouldn't hire a pastor who does not have seminary or Bible school training, but what about other staff?

Every staff member is part of your ministry leadership team. Yes, that means custodial staff, receptionists, administrative support, as well as your licensed and ordained pastors. The more theology your staff understands, the better equipped they are to represent Christ and your church in the community.

We have custodial staff, administrative staff, receptionists, interns, as well as several staff whom God has called into full-time ministry currently taking seminary classes. I strongly encourage providing seminary and other theological growth opportunities for your staff. At Saddleback, I have budgeted money to help those staff who want to further their theological education. Plus, we provide theological training in our staff meetings.

Staff members that play together stay together. Part of staff development is planning activities both inside and outside the office for your staff. We have celebrated Boss's Day and Secretaries Day in very fun ways. On one Boss's Day, the office leadership served a dinner to the support staff in the home of one of our church members. Ministerial staff members wore tuxes as they served and loved on the support staff. It was a day for the leadership to say "thanks." This event made our support staff feel very special.

On another occasion, we put the support staff on a train for a 15-minute ride to the next town, where the ministerial leadership had prepared breakfast at the beach. There are countless things you can do to develop your staff into a fun, cohesive team of people.

Regular staff meetings are important as well. The larger your staff becomes the more isolated and self-focused they often become. We use our staff meeting times for teams to share what is happening in their area of ministry. Each week we honor a "hero" during the meeting. This is someone we can praise for a job well done. Another feature - because our staff is large - is a segment I call "Up Close and Personal."

We give a staff member 15 to 20 minutes to share their life story. Getting to know others on staff will bring your staff closer together.

Your staff is the most important group of people in your church. They are the people who lead, support and guide your ministry volunteers. If your staff is chosen properly, trained and motivated, your church will accomplish great things for God's Kingdom here on earth.

Glen Kreun is the executive pastor of Saddleback Church.

Staff Management

The role of church staff

Somewhere in the course of identifying the church Vision and/or Strategy, the question will arise: "Just what is the role of staff around here?" It needs to be answered separately for each staff position, starting from the Senior Pastor right through all members of the paid support staff. The answer for each may not be as straightforward as one would imagine.

For example, depending on the size of the church and its budget, senior pastors could have primary responsibility for one or more of the following roles in a church: visionary, preacher, teacher, counselor, pastoral care/visitation pastor, evangelist, maintenance person, musician, and the list goes on. The need for each of these roles to be carried out by someone, not necessarily the senior pastor, will depend largely on how these and other objectives fit into the Strategy and Action Plans and their priority, given other constraints.

There is, however, one other consideration for the senior pastor at least, but it might also be applied to all other paid positions. This is the consideration of whether or not the paid staff members are there to do the work or to equip others to do the work. If their duty is to do the work, then one of three things will likely occur. Either fewer things will get done, or a lot of things will get done but few, if any, will be done well. Or, a lot of staff members will be needed to get things done well.

***Checkpoint:* It is very important that your church have this discussion at an early point in its development, and better late than never. It is necessary for staff, board and congregation to know exactly what the determination is in this regard. Specifically, ask yourselves the question, "Are all three entities (staff, board and congregation) fully aware of our position on what the Senior Pastor (or other paid staff) is responsible for doing, and what the senior pastor (or other staff member) is responsible for equipping others (members of the congregation) to do?"**

Clarification of roles among staff members

Let us assume that your church has made the decision on the "doing vs. equipping" issue. The next step involves appropriately structuring responsibilities and/or areas of responsibility among the staff.

For this discussion, I will assume that you have now, or will have in the future, more than one (and more likely several) professional staff in your church. Below the level of CEO, most businesses organize their people along one of three lines--by geography, product/service/function, or by customer. Unless your church is spread out over a great number of locations across a city, I will assume that the geographic approach is not an option. Two other options do, however, exist.

In fact, most churches have been organizing their staff along the product/service/function line for some areas of responsibility, and along the "customer" or segment of the congregation line for other areas of responsibility.

Examples:

Minister of Pastoral Care (functional)

Minister of Music (functional)

Seniors Pastor (customer)

Youth Pastor (customer)

Minister of Small Groups (functional)

Minister of Christian Education (functional or maybe customer if it's limited by age group).

There's nothing wrong with this approach if it is carried out well and if the "gaps" and "overlaps" are eliminated. Let me illustrate. Just using the small number of identified positions in the above examples, which one is responsible for Sunday school classes for adults? Or better still, for youth? Which one is responsible for the youth choir? The point is, no matter how you organize, you will have gaps and overlaps. Those need to be clearly identified and worked out. The way you assign responsibilities will be dependent, to a great extent, on your church's ability to afford and to attract the kind and number of staff you need for any given type of organization structure. I almost always caution my private or industrial clients not to organize around the strengths or weaknesses of one or more individuals. Instead, I urge them to settle on the right organizational structure for their company and then find or develop the right people to fill the spots. The consequence of not doing this and instead organizing around the strengths and weaknesses of people is that whenever they lose someone, they are forced to reorganize.

I must admit that making that same recommendation to church clients is a lot more difficult. In fact, I'm convinced that most churches would gain from re-examining their organizational structure and sets of responsibilities whenever there is a change in their senior professional staff. Most churches cannot afford this particular luxury of structure based on the ideal. Instead, they need to optimize the experiences and strengths and minimize the weaknesses of their senior staff. Of course, another way of saying all this is that in churches, many of us believe that our staff is called to use their spiritual giftedness. I would heartily agree-provided, of course, that one's giftedness is recognized and confirmed by others in authority and exercised in a manner that promotes effectiveness and harmony in the ministry rather than non-productivity and discord.

Checkpoint: Regardless of the approach you have taken or plan to take with respect to staff organization, it is recommended that you take the time to work through all the combinations and permutations between functional ministries and customer/groups in the churches. The roles and responsibilities of the various staff in either the functional ministries or those responsible for specific groups need to be clearly defined when they intersect.

Determine the number of staff

Once you have determined the overall approach to the work (doing vs. equipping), dealt with all the possible overlaps, and any identified gaps between functional and congregational segment responsibilities, you are ready to determine how many staff members are required in each key area of responsibility. For example, how many paid youth workers, paid counselors, associate pastors, custodians or secretaries and office workers will you need?

This is where the church's "action plan" that we talked about last month comes into the picture. In fact, the proposed "action plan" should not be approved without due consideration to the resources required to deliver it. What is being planned as deliverables in the action plan? What staff resources (along with financial and technical resources) will be required to achieve those deliverables?

Getting to those numbers, especially when it comes to staff, is not an easy feat. Again, here's where churches can benefit from the experience of other organizations. Take the work that is required to be achieved in the action plan and break it down into the smallest realistic units. For example, don't just talk about "staffing the Sunday school with all the necessary volunteer teachers required." Rather, estimate the approximate number of teachers you'll need, what it takes to recruit them, train them, and so on. If we were estimating the cost of a building project, we would ask that someone "cost the job out." Similarly, all the different work of all our staff, especially at the senior levels, needs to be "costed out" and added up for any given staff member and for the group as a whole. Don't forget to include vacation time, their own training and development, some sick leave, etc.

When you are done, you'll discover one of three things. Either you'll have too much work for the number of staff you were planning to hire or utilize, or you'll have too much staff for the work you're planning to get done, or everything will be balanced just right. If the result is either of the first two, this needs to be addressed.

Two more key considerations

Before we wrap this topic up, I want to draw to your attention two more things that may cause great consternation in a church setting. These are not necessarily easy things to discuss, but they need to be drawn to the attention of those responsible for overseeing the work of paid church staff.

The first revolves around the question, "Just who are you hiring anyway?" Let me explain. When your church is recruiting for paid vacancies, you need to honestly consider if you are officially hiring one person but really expecting the services of both that person and his/her spouse? (This is especially true when hiring pastors but also applicable to the others, including custodians.) Answering and communicating the answer to that question is important for several reasons. First, you don't want to be disappointed afterwards in the event you were "hiring" two when you only get one. Secondly, you want to recruit accordingly. Third, you want no surprises for the (two) people that have moved halfway across the country to join you. Finally, you want to minimize the dissatisfaction of the congregation when they get one person but felt they should have gotten two in the hiring package. I can't over-emphasize the importance of this consideration in hiring church staff these days when many spouses have their own careers outside the home (or outside the church).

Secondly, even if you are only expecting the services of one individual (the person you are actually hiring), how many hours a week are you expecting that person to work? And what counts towards those hours? For what staff does Sunday count as a workday entitling them to another day off? And how do you arrive at these decisions in a fair and equitable manner? Thought must be given to these issues before the hiring takes place. In a large church, this should form part of your human resources policy and should be well thought-out for different categories of staff as appropriate and applied equitably for all staff within a category. Again, not doing so leaves you at risk for staff--and often congregational--dissatisfaction.

One argument that I often hear from dissatisfied congregational members in a church with regard to 'staff hours' goes something like this: "I work forty hours a week and manage a home. My volunteer work and involvement for the church, which averages ten hours a week, is over and above that. So I expect our staff to be involved in church work at least 50 hours per week." Do they have a point? Maybe so, maybe not. What's important for church administrators is that church needs to have a well thought-out answer (and practice) for these and other arguments.

What does all this have to do with determining the number of staff for your church? Again, depending on how you answer these questions, the amount of work that can be done in a given period by a given individual will be impacted. Here is just one example: You are a large church with over 2,000 member families. You want to hire one or more visitation pastors. How many do you need? Well, the answer is, it depends on at least three things. First, how often do you want members to be visited? Then, on what occasions or for what reasons do you want members visited? Thirdly, how long a work week do you expect each pastor to work? A fourth variable could well be your expectation on the average length of each visit.

That sounds pretty complex, and it is. The point is, stop and "cost" work out whether it's visits to members or counseling youth or knocking on doors for evangelism.

Checkpoint: Long before you start to recruit, check to see that you have answered for yourselves as many as possible of the sensitive questions surrounding hiring. Know what your policy will be and why. Once you have identified that position, stick to it.

Summary

Whether you are doing initial staffing or considering adding to your staff complement, arriving at what resources you need in order to achieve your "action plan" and "strategy" requires a well thought-out process. This includes first answering some tough questions involving, among other things, terms and conditions of employment, and then "costing the work out" based on those conditions and the expected results.

I welcome your comments, examples of your experiences, and especially different points of view. In my next column, I will take a close look at the purpose, development and content of job descriptions for church staff.

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Westover Church, Greensboro
Building Relationships: Glowing and Growing
Stop/Start/Continue

Feedback for:

Feedback from:

Date:

One thing you are currently doing that I feel you should **CONTINUE** to do is...

The positive impact it has (on our relationship; our team; the church) is...

One thing you are currently doing that I feel you should **STOP** doing is...

The positive impact it would have (on our relationship; our team; the church) is...

One thing you are not doing that I feel you should **START** doing is...

The positive impact it would have (on our relationship; our team; the church) is...

Self Evaluations

Westover Church, Greensboro

Please complete your responses and return this form to:

1. If an outside observer were looking at your ministry, would the observer conclude that your ministry is
 - a. mature
 - b. Growing
 - c. Evolving
 - d. Stagnate
 - e. Declining
 - f. Multiple answers apply. Explain:

2. Who have you equipped/developed on your team this past year? List team members and their email addresses.
 - a. How are you equipping/developing this team?

 - b. Are you doing this often enough and would you rate it as effective?

3. Explain how you have proactively deepened your relationships with the members on your specific ministry area team(s).

4. Describe what you are doing to proactively build up and grow your ministry at present.

5. Describe a picture of what is required to take place in your ministry to meet the growing demands of the church/community.

6. Based on your comparisons of other churches our size with similar ministries to your own, how do you compare with them?
 - a. a pioneer
 - b. lagging behind
 - c. comparable
 - d. explain

7. Based on all you have written, what are some of your reflections on what you need to do or do not need to be doing? Where are your gaps? What do you need to stop doing?

Performance Planning Meeting

Westover Church, Greensboro

Staff Member: _____

Date: _____

1. What actions have you taken?

Details of your performance over the last three months. You should include any key measurements, hurdles, and timelines if available. How have you grown and developed your ministry? Your ministry teams?

2. What learning's have you made? And, who have you shared them with?

Learning's or discoveries might be in the form of seminars or conferences you attended, or they might simply be new insights derived from work in your ministry area or even a book that you have read. How and with whom on your ministry teams have you shared these learning's with?

3. What partnerships or relational connections have you built?

Who have you helped succeed in the past three months and who has helped you succeed in the past three months?

Tell me about new relationships you have formed or the strengthening of existing relationships. Consider those relationships with staff, deacons, team members, church members, other professional relationships, personal ones or with non-church people or non-believers.

4. What is your main focus?

What is your primary goal(s) for the next three months? What are you planning to do to grow and equip your ministry teams?

5. What new learnings are you planning?

What specific discoveries are you hoping to make over the next three months? Who are you going to share them with?

6. What new partnerships or relational connections are you hoping to build?

How are you planning to grow your ministry/teams and those around you over the next three months?