

# EFFECTIVE EVALUATION OF STAFF & MINISTRY

# EVALUATION & ASSESSMENT

According to the book of Genesis - After God created the world  
*God saw everything God had made and indeed it was good.*  
God's evaluation and assessment!

Purposeful action demands evaluation.

# RELATIONSHIPS & ROLES IN CHURCH

- Does the church “hire” or “call” people
- Is the relationship covenantal or employment?
- Is the staff person member or staff?
  - Best practices suggest that staff persons NOT be members of the church they serve
- Technically only pastors are called to their positions, called by the vote of the congregation, hence they have call agreements
- All other employees, although they might consider their ministry to be a calling, are employed, hence have letters of hire/agreement
- Staff from Old English means – walking stick, a pole, from the root “post, stem, to support”. Staff are resources, support, walking sticks of the church to do ministry.

# SUPERVISORY RELATIONSHIPS

- Supervision is about MANAGEMENT as it relates to effectiveness and impact of the ministry
- It is not about direction or control, or therapy or pastoral care
- It is about managing the resources, the staff persons to help them perform to the best of their ability toward fulfilling the vision and mission of the church
- Supervision cannot be done effectively by a committee, nor staff can report to a committee
- Hence, Pastor is head of staff as they are the supervisor

# RELATIONSHIPS & ROLES IN CHURCH

CLARIFY, CLARIFY, CLARIFY:

- Function and purpose of the position – why is this position needed and what does it do? What part of the vision of the church does it address?
- The gifts, skills and competencies needed for the position – what gifts and skills should the staff person possess to fulfill the function and purpose of their position?
- Job descriptions and expectations – what should be included in job description and what are the expectations that need to be fulfilled in this position?

# JOB DESCRIPTION - WHY

- To define and clarify the responsibilities and duties
- To clarify the relationships, roles and its expectations
- To ensure the aligning of the job function, the vision of the church and the staff person's gifts and skills
- To evaluate and assess the performance of the staff person to fulfill the vision and mission of the church
- To ensure that the professional growth of the staff person
- Legal purposes – hiring, firing, etc...

# JOB DESCRIPTION COMPONENTS

- POSITION TITLE:
- HOURS: Full time Managerial and Support Staff (exempt)
- FLSA status: exempt, nonexempt, salaried, hourly...
- REPORTS TO (the supervisor):
- POSITION PURPOSE and DESCRIPTION:
- ROLES AND RESPONSIBILITIES:
- BASIC COMPETENCIES, gifts and skills

# STAFF

- Staff persons are resources for the church's ministry: They put mission into action
- Operate on management level: They implement the mission and vision of the church
- Have an understanding that the Sr. or Solo Minister is the general minister, while each staff person has a specialized area of ministry
- Reflect specific areas of the church's ministry according to its vision and mission
- Are employed or called to fulfill the vision and mission of the church



# SR OR SOLO PASTOR AS HEAD OF STAFF

- The pastor works with the Governing body to discern the mission and vision of the church and its future
- Helps with leadership development and the spiritual grounding of leaders, so they may live out the mission and the vision of the church, and sometimes even shape the future
- Works with staff and governing body to direct the ministry of the church according to its vision and mission, developing appropriate outcomes
- Supervises staff and works with key leaders to implement the vision and mission of the church

# SR OR SOLO PASTOR AS HEAD OF STAFF

- Carries the primary responsibility for coordinating and supervising staff and holding staff accountable
- Nurtures the gifts of staff persons to implement the ministry of the church
- Encourages staff and ensures they have the resources with which to do ministry
- Acts as bridge between staff, governing body, and human resources
- Partners with human resources to create and implement policies, procedures, and evaluative and accountability tools
- Communicates clearly and understands that staff play a vital part in the health and growth of the church

# PERSONNEL/HUMAN RESOURCES TEAM

- Establish employee policies and procedures that clarify expectations
- Create an employee handbook which includes:
  - Employment practices and policies, rule of conduct, benefits
- Evaluate changes in employment law and other regulations in relation to the church's employee handbook and other human resource policies/procedures, and employee job descriptions
- Support and assist the Sr pastor in creating job descriptions for new positions recommended by the Governing body of the church, including their status, benefits, etc...
- Do not prepare performance review, the pastor does that

# PERSONNEL/HUMAN RESOURCES TEAM

- Support and assist the pastor in preparing an appropriate process for the annual performance evaluation of staff
- Support and assist the pastor in making recommendations about staff training needs, their continuing education and life-long learning
- Make recommendations and decisions on employee benefits in collaboration with the pastor
- Consult with the pastor on employee HR issues
- Be guided by the mission and vision of the church
- Be cognizant of confidentiality requirements for serving on the team

# EVALUATING STAFF - WHY

- To ensure the fulfilling of the vision and mission of the church and its ministry
- To provide professional growth and leadership development of staff
- To clarify the work scope and its expectations, including the review of the job descriptions
- To continue developing the strengths and gifts of the staff persons

# EVALUATING STAFF - WHY

- To ensure that the gifts of staff match the needs and vision of the church
- To ensure that the staff and their work is for the benefit of the church
- To ensure that staff is succeeding in implementing the mission of the church through the ministries they are leading
- To serve as a basis for just compensation
- NOT to punish or reprimand staff

# EVALUATING THE MINISTRY OF THE CHURCH - WHY?

- It is recommended that evaluations also include the ministry of the church
- To ensure that the church's ministry is aligned with its vision, mission and values/purpose and calling.
- To ensure that the church's resources (finances, staff and building) are used to implement the church's vision and mission
- To ensure that the church's ministry is done with purpose, intention and effectiveness, and the church's vision and mission are fulfilled
- To ensure the health, wellbeing and the direction of the church

# EVALUATIONS – HOW?

- Evaluation should be performed at least annually
- The process should be based on reflective questions, not a ranking system
- Evaluation should begin with self-evaluation
- Evaluation should include a review of the job description and updating it if needed



# EVALUATIONS – PROCESS

- HR ensures the performance evaluations are carried out
- HR holds the supervisor, the pastor, accountable for the fulfillment of the process
- One person from HR may attend the evaluation conversations with staff and pastor, at the discretion of the pastor
- During evaluation conversation, job descriptions are reviewed and updated

# EVALUATIONS – PROCESS DETAILS

1. HR provides oversight - input about forms, ensures process, etc.
2. Supervisor prepares evaluations forms
3. The employee receives evaluation from and self evaluates
4. The supervisor receives employee self evaluation, and in the same document, includes their own evaluation of employee
5. Supervisor and employee meet to discuss the document, review the job description, update if needed, etc.. Sometimes it is appropriate for a members of HR to be present during this meeting, but only at the invitation and agreement of the supervisor, the Pastor
6. Sign and place documents in employee's folder

# EVALUATIONS – PASTOR

1. The process for evaluating the pastor is the same
2. The evaluation of the pastor is ultimately the responsibility of the Governing Body. It is best practice to form a small sub group, sometimes including a person or two from HR, for an evaluation team
3. Pastor's evaluation team should not exceed 5 persons
4. It is best practice for the Governing Body to clarify expectations and priorities with pastor periodically
5. Random complaints in feedbacks should not be passed on to pastor. They are not helpful. Instead, a small group can review and develop a shared perspective, which then is shared with pastor

# EVALUATIONS – FEEDBACK FROM OTHERS

1. Employee, supervisor and HR pick a few persons from the larger church who work closely with the staff person as feedback givers
2. The feedback givers return their completed forms to the supervisor
3. The supervisor synthesizes the data, creating one source of feedback to share with employee

# BASIC EVALUATION FORM

There are a few basic questions all evaluations need to ask, always in the framework of - how are you fulfilling the vision and mission through your ministry?

- What is working - what are the joys and successes?
- What is not working - what are the disappointments and letdowns
- How can we do better and improve?
- What resources do we need to accomplish vision and mission?
- What are your goals for next year, growth areas?
- How did you do with last year's goals?

# THE FORM – SELF EVALUATION

Include the Congregation's Vision/Mission statement or Priorities for the year:

- What is working - Name your joys and accomplishments of past year?
- What is not working - Name your struggles and disappointments of past year
- What are your work/ministry goals for next year? How do they align with vision and mission of the church?
- How did you accomplish or not your last year goals?
- What are your plans for professional development over the next year?
- How can we do better together in accomplishing vision and mission?
- Any other comments or concerns?

# THE FORM – SUPERVISOR'S RESPONSE

RESPONSE of Supervisor or in case of pastor, the Evaluating Team


- Strengths and gifts
- Growth areas
- Other comments
- Date of discussion
- Employee and Supervisor signature
- In case of pastor, Evaluation Team Chair signature

# CHURCH MINISTRY EVALUATION

The same form can be used for evaluating the ministry of the church in the framework of - how are you fulfilling the vision and mission through our ministry? It is the task of the governing body to evaluate the ministry of the church.

- What is working - what are the joys and successes?
- What is not working - what are the disappointments and letdowns?
- How can we do better and improve?
- What resources do we need to accomplish vision and mission?
- What are our goals for next year, growth areas?
- How did we do with last year's goals?





Whatever is true, whatever is honorable, whatever is just,  
whatever is pure, whatever is pleasing, whatever is  
commendable, if there is any **excellence** and if there is  
anything worthy of praise, think about these things...  
and the God of peace will be with you.

*Philippians 4:8-9*