

Diocese of Ontario

ANNUAL CLERGY REVIEW OF GOALS & ACHIEVEMENTS

Parishes may find this sample clergy review of goals and achievements a useful resource.

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Introduction

Christian Ministry is a Partnership of clergy/laity, community/parish, institution/individual, diocese/congregation, etc. And Ministry is a Team Sport. We each play different roles on the field. We work a team plan if we are smart about it. We evaluate every game we play so as to learn and improve our plays. We accept mistakes as normal in any game, but we learn without blaming. Strategies are changed according to the gifts of the players, and according to the "fit" of the individuals in the roles. The team works hard to achieve real goals and to have achievements they can rejoice in. Evaluative review is a normal ongoing process. It is not something to be feared, but it is a review of goals, strategies, and learning, as well as achievements. If any player is irresponsible or destructive that also gets addressed, hopefully with respect, tact, and good timing. Feedback goes both ways, to clergy and to churchwardens, and leadership is a team game.

Background Reading

As background reading for the Review Team, it is important to have considered the Diocesan Strategic Plan (2004) which can be found in Section 10 - Appendices of the *Diocesan Congregational Handbook*. As well, it is helpful to have read *Core Values required by Priests* and *Competencies for Parish Ministry Incumbent*, two documents attached to this briefing, developed by the Diocese of Toronto and adapted for use in the Diocese of Ontario.

The Biblical Foundations

Jesus sent the disciples out in pairs...and they were sent out in a vulnerable condition to be dependent on the generosity and support of the people with whom they formed bonds of partnership and communion in faith. They were not allowed wealthy sponsors or patrons to underwrite their expenses, hotels, clothing or travel, but were mandated to indigenize themselves - live among and with the people, forming the bonds of affection and mutual support in the faith. Feedback would be an instant and regular feature of life in that environment. Can you imagine the questions? When you are providing hospitality and financial resources to someone living in your house, there would be clear questions about what it is you are trying to do, and where you intend this project to go. The focus would be on team and partnership. Is the reality of Christian ministry all that much different today?

The Timeline

This work may be done in the Lenten period as a time of reflection. Others may find it helpful to do in advance of Annual Vestry so that goals can be communicated to the congregation at large. Regardless of the specific timeframe, the important thing to remember is that the review be done at some point during the year.

The Process

1. The Cleric shall prepare a written Report of Ministry, entitled *The Annual Clergy Review of goals and Achievements*. A sample report is included in Section 7.4 of the Congregational Handbook and an electronic copy is available for download from the Diocesan Website at www.ontario.anglican.ca. The Cleric shall put their name and position after the title. It shall be presented to the two Churchwardens and one other Parishioner of the Cleric's choice. Together with the Cleric they shall form the review team. In multi point parishes the team should represent each congregation if possible.

2. The Report of Ministry shall;
 - 2.1 Review the agreed upon goals of the past year (where they exist, otherwise a review of what happened). It shall itemize key achievements, progress and challenges.

 - 2.2 It shall propose Clergy Ministry Goals for the next year under three headings.. There should be some detail and rationale. (Sometimes personal goals are relevant-but not the focus)
 - a) **Core Ministry Services:**
This may include items relevant to worship services, weddings, nursing homes etc.

 - b) **Parish Management.**
This may include items such as hiring a new organist, conducting a financial campaign, etc.

 - c) **Leadership Vision.**
This may include concepts such as creating a "green" church, worship space reorganization, new pastoral care teams, etc.

3. The Churchwardens and Parishioner shall meet to discuss the Cleric's report, and then meet with the Cleric. The purpose of the Review is to learn from last years experiences and to collaborate on appropriate Clergy Ministry Goals for the next year. In an environment of mutual respect and understanding, the review team can identify Clergy Goals and the interconnection with Corporate Parish Goals.

4. The Final Report entitled *The Annual Clergy review of Goals and Achievements* shall be dated and signed by all parties, and a copy forwarded to the Archdeacon. This Report becomes the working document for beginning next year's Clergy Review of Goals and Achievements.

5. The Archdeacon shall review and add his/her comments, such as " I concur" or " I recommend such and such professional development / training etc." These comments shall be shared with the Cleric.

6. The Archdeacon shall forward the Report to the Bishop. The Archdeacon will send a thank you letter to the Review Team and appropriately support the new goals.

7. The Bishop shall review and make a personal response. It is important that this final step is completed.

CORE VALUES REQUIRED BY PRIESTS**1. Deep Faith in God**

- 1.1 Has a passion for God
- 1.2 Is rooted and confident in his or her relationship with God, as revealed through Jesus Christ and empowered by the Holy Spirit
- 1.3 Is able to articulate an understanding of the world in terms of a relationship between a Creator God and responsive creatures;
- 1.4 Has a grasp of scripture, history, tradition, and theology, and can apply theological concepts to personal and contemporary issues;
- 1.5 Demonstrates spiritual vitality and attends to the need for spiritual disciplines to nourish this vitality, e.g. regular prayer, worship and scripture reading;
- 1.6 Reflects the hope, joy, strength, and peace of the gospel message.

2. Sense of Call to Priesthood

- 2.1 Priest expresses the need and desire to serve God as a disciple of Jesus Christ, already reflected in his or her exercise of baptismal ministry;
- 2.2 appreciates that the power inherent in the ministry of Word and Sacrament is a sacred trust;
- 2.3 demonstrates humility in the exercise of leadership, and understands the differences, as well as the relationship, between lay and ordained ministries;
- 2.4 recognizes and accepts that vocations are affirmed and authenticated by members of the Body of Christ.

3. Love of Church

- 3.1 Priest is committed to the church as the Body of Christ in the world;
- 3.2 loves the church in its Anglican expression, yet recognizes its constant need for renewal;
- 3.3 desires to use his or her particular gifts to enable the church to be all the more faithful;
- 3.4 understands, affirms, and is willing to minister within the diversity encompassed by the Anglican Church;
- 3.5 is open to, and aware of, other faith and denominational expressions, while maintaining a confident and unapologetic commitment to the Anglican tradition;
- 3.6 appreciates that the priest is a public figure, who is seen to represent the church to the local and broader community.

4. Vision

- 4.1 Priest shows leadership potential, and understands this gift as a response to the guidance and will of God;
- 4.2 articulates a sense of prophetic vision and direction for the church;
- 4.3 generates enthusiasm, motivates and inspires others to think strategically and to plan for the future;
- 4.4 appreciates the challenges facing the church, and takes initiative to share the Good News effectively;
- 4.5 can diagnose and develop strategies for church growth or decline;
- 4.6 has the courage to face and name evil and darkness, without losing the abiding sense of God's presence;
- 4.7 can analyze and synthesize disparate elements so that, enabled by the Holy Spirit, something new and productive can happen.

5. Integrated Personality

- 5.1 Priest's private and public life are compatible with a maturing Christian faith within the context of the Anglican Church of Canada;
- 5.2 demonstrates integrity between faith, action, theological reflection, and personal life choices
- 5.3 individual lives out baptismal covenant such that people see the congruence between what is professed, and his or her actions
- 5.4 acts prudently in relationships and maintains confidentiality
- 5.5 demonstrates maturity, stability, and appropriate boundaries; uses humour appropriately
- 5.6 is widely trusted and seen as direct and truthful
- 5.7 accepts responsibility for his or her own mistakes, and does not misrepresent facts for personal protection
- 5.8 recognizes personal need for forgiveness, and is a forgiving person

6. Self Awareness

- 6.1 Priest's self-esteem is sufficiently healthy to ensure independence and differentiation from those with whom he/she works, ministers and lives
- 6.2 lives with ambiguity or paradox, including such creative tension as brings about healthy change
- 6.3 distinguishes between what can and cannot be changed in personal or parish life
- 6.4 deals with conflict honestly and creatively
- 6.5 deals with problems firmly and in a timely manner, and is able to confront or mediate when appropriate
- 6.6 is able to acknowledge and accept mistakes and failures as part of life, learns from each setback, and when appropriate, can laugh at own mistakes
- 6.7 willingly shares own thoughts about personal strengths and limitations

7. Discerner of Gifts

- 7.1 Priest is committed to empowering and preparing the People of God for their ministries in the church and the world
- 7.2 has good judgment about the creativity and talents of others, and is able to discern, call forth, and nurture their gifts
- 7.3 understands how people of all ages learn and develop in faith
- 7.4 appreciates the need for training and support of parish volunteers

8. Mission

- 8.1 Priest recognizes and exhibits concern for the scope of human need both within and beyond the parish, and sees the related possibilities for ministry;
- 8.2 desires, and takes initiative, to proclaim the Good News through social justice and evangelism;
- 8.3 is willing to take the risks associated with making a difference in the church and the world;
- 8.4 is sensitive to the cultural diversity of ethnic groups to which the parish will attempt to minister;
- 8.5 deals with all people equitably regardless of race, class, culture, handicap, age, or sex.

9. Life-Long Learner

- 9.1 Priest is curious, interested, and engaged in life, and is open to personal growth and new ideas;
- 9.2 is educationally prepared and intellectually capable of ministry;
- 9.3 is well read, culturally alert, and participates in workshops, conferences and courses for continuing growth and skill development;
- 9.4 has a broad range of interests, and is involved in activities outside the church.

10. Communicator

- 10.1 Priest exhibits a developing ability to express thoughts and feelings clearly, in order to inform, motivate and/or challenge and persuade;
- 10.2 can tell the Story; desires to transmit the traditions and teachings of the church;
- 10.3 is effective in a variety of settings: one-to-one, small and large groups, peers
- 10.4 can manage group process during a presentation, and can change tactics midstream when something isn't working

11. Team Player

- 11.1 Priest uses a leadership style appropriate to the situation;
- 11.2 delegates, plans, coordinates, and leads as appropriate;
- 11.3 is able to work in groups, share leadership, and respect the opinion of others;
- 11.4 builds a sense of community in groups, allowing others gifts to come forward;
- 11.5 works collaboratively and consults with others;
- 11.6 is able to discern when to function collegially and when a decision is required;
- 11.7 is flexible and able to adapt.

12. Empathy

- 12.1 Genuinely loves people, showing compassion and concern for all aspects of their lives; is able to rejoice with those who rejoice and weep with those who weep;
- 12.2 is approachable and puts people at ease;
- 12.3 listens attentively and sensitively to people's spiritual and emotional needs, and is aware of what is being communicated, even covertly;
- 12.4 is sensitive and patient with the interpersonal anxieties of others;
- 12.5 helps to promote healing, wholeness, and reconciliation.

13. Steward of Resources

- 13.1 Priest understands the priest as the steward of a sacred trust which carries obligations to God and the People of God;
- 13.2 attends to own emotional, physical, and spiritual wellbeing; self-care is theologically grounded in view of self as a child of God;
- 13.3 is an effective steward of time and gifts so as to maintain a healthy balance between concern for self, family, vocation, and avocation;
- 13.4 is attentive to administrative issues so that programs and policies are carried out;
- 13.5 understands that parish ministry requires supervision and oversight of staff, volunteers and financial resources;
- 13.6 is aware of technological advances which could assist the church to accomplish its mission.

COMPETENCIES FOR PARISH MINISTRY INCUMBENT

Ordained parish ministry requires many skills and abilities which are both complex and varied. It is hoped the competencies listed below will help order the complexity and provide clarity and common understanding. Under each competency is a suggested list of specific behaviours, attitudes and skills.

1. Incumbent in Sacramental and Worship Ministry

The Incumbent:

- 1.1 Ensures worship services are planned, prepared and celebrated with (state what is appropriate to your parish such as: reverence, dignity, sense of joy, sense of spontaneity).
- 1.2 Enables lay participation in the worship services and ensures they are well trained and carry out their roles properly.
- 1.3 Celebrates the sacraments of Christian initiation, marriage, confession...with sensitivity for the occasion.
- 1.4 Has a good grasp of scripture, history, tradition and theology and is able to transmit the traditions and teachings of the Church.
- 1.5 is attentive and open to his/her own spiritual pilgrimage and that of others.
- 1.6 Is comfortable leading people in a variety of prayer forms and is effective in communicating a sense of prayer.
- 1.7 Is sensitive to the diversity and conflict within the liturgy and strives to promote (state what is appropriate to your parish such as: ongoing liturgical renewal, conformity with diocesan liturgical standards, and consistency to the particular tradition of this parish.)

2. Incumbent as Prophet and Evangelist

The Incumbent:

- 2.1 Preaches the Gospel message which is challenging and with connection to life in the world.
- 2.2 Has an effective delivery style when preaching which is (state what is appropriate to your parish such as: succinct, clear, articulate, engaging, and grammatically correct).
- 2.3 Promotes and teaches parishioners about social justice and Christian outreach issues.
- 2.4 Devotes time and resources to the needs of the poor in the community;
- 2.5 Exhibits concern for the broader aspects of mission and ministry that exist within and beyond the parish.
- 2.6 Represents the church in the local community whenever appropriate, relates to civic and neighborhood groups and cooperates with ecumenical and interfaith projects.
- 2.7 Is accessible to newcomers and is welcoming.
- 2.8 Knows congregational development theories and is aware of the social needs and the demographics of the community (or parish boundaries).
- 2.9 Challenges the parish to share the Good News by being more open, inclusive and welcoming.

3. Incumbent as Pastor

The Incumbent:

- 3.1 Genuinely cares for people and is concerned about all aspects of their lives and demonstrates real empathy with the joy and pain of others.

- 3.2 Is attentive to the needs people bring forward and is sensitive and aware of what is being communicated.
- 3.3 Is in the process of acquiring general knowledge of parishioners and keeps in touch with them through gatherings, home and hospital visits and other encounters.
- 3.4 Is available to parishioners, especially during times of stress, despair, crisis and grief.
- 3.5 Is easy to approach and talk to; makes an effort to put people at ease; is sensitive and patient with the interpersonal anxieties of others.
- 3.6 Is responsive to the grief and needs of family and friends at funerals.

4. Incumbent as Teacher

The Incumbent:

- 4.1 Acts as a spiritual guide to the parish.
- 4.2 Promotes and organizes spiritual renewal efforts and programs.
- 4.3 Understands how people of all ages learn and develop in faith.
- 4.4 Makes provision for Christian education for the whole parish community;
- 4.5 Is effective in a variety of formal presentation settings; one-on-one, small and large group, with peers. Can manage group process during a presentation and can change tactics midstream when something isn't working.

5. Incumbent as Ministry Leader

The Incumbent:

- 5.1 Can live with ambiguity or paradox and allows enough creative tension to bring about healthy change;
- 5.2 Deals with all people equitably regardless of class, race, culture, handicap, age, sex;
- 5.3 Motivates the church leadership to think strategically and to plan for the future. Can articulate a sense of vision and direction for the parish community.
- 5.4 Generates enthusiasm and is able to attract volunteers to projects by having good judgment and creative ideas; can facilitate effective brainstorming;
- 5.5 Uses a leadership style appropriate to the situation. Develops lay participation and delegates, plans, coordinates and leads where appropriate.
- 5.6 Is able to discern and encourage the talents of others.
- 5.7 Provides opportunities for training and support of parish volunteers.
- 5.8 Deals with problems firmly and in a timely manner and can confront when appropriate.
- 5.9 Promotes effective staff interaction and development (Pertinent for parishes with multi-staff).
- 5.10 Is attentive to administrative issues so that programs and policies are carried out.
- 5.11 Works collaboratively with parish collegial systems, particularly with the Churchwardens, Diocesan Centre Staff, and Synod Council and its committees.
- 5.12 Consults with others regularly about major projects.

6. Incumbent's Personal and Professional Life

The Incumbent:

- 6.1 Adheres to and lives out his/her baptismal covenant so that people see the congruency between what is professed and the incumbent's actions.
- 6.2 Reflects the hope, joy, strength and peace of the Gospel message. Does not become cynical, moody or hostile when times are tough;
- 6.3 Willingly shares own thoughts about personal strengths, weaknesses and limitations and freely admits mistakes and shortcomings;
- 6.4 Manages time effectively so that there is a balance of demands of self, family, parish, diocese and community.
- 6.5 Participates in and supports the work of the diocese, clericus and area ministries.
- 6.6 Is attentive to own spiritual life through annual retreats, regular prayer and the use of a spiritual director.
- 6.7 Acts prudently in relationships and maintains confidentiality, demonstrates maturity, stability and appropriate boundaries.
- 6.8 Is widely trusted; is seen as direct and truthful, doesn't blame others for own mistakes or misrepresent for personal protection.
- 6.9 Is well read and participates in workshops, conferences and courses for continuing growth.