



## PASTORAL EVALUATION

This form is designed to provide a framework for evaluating our Pastors' work in ministry. It gives our Pastors and Vestry the opportunity to reflect on and give feedback in all the essential areas related to providing leadership in ministry.

### Scoring Categories:

- **More than Exceeds Expectations:** Continually surpasses listed characteristics, exemplary modeling of leadership.
- **Exceeds Expectations:** Often surpasses listed characteristics, follow through with commitments.
- **Meets Expectations:** Routinely meets listed characteristics, usually follow through with commitments.
- **Needs Improvement:** Development needed in this category; has difficulty meeting listed characteristics; where applicable does not meet in a timely manner; lack of follow through; the person at this level may have slipped or is new in the position.
- **Unsatisfactory:** Did not achieve satisfactory results in listed characteristics; either through lack of timeliness of unacceptable results; not meeting characteristics of ministry leadership; continually fails to meet expectations of listed characteristics.
- **Don't Know:** Insufficient personal knowledge in this category to make a judgment.

**Scoring Process:** Place a "1" in the correct category for each rating criteria. *Only one entry per row.* For example:

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
<b>Spiritual Authority</b>						
Grounded in a personal experience of God thru Jesus Christ			1			
Risks sacrificially for the sake of the Gospel				1		
<b>Totals – add columns</b>			1	1		

Comments are very helpful for "More than Exceeds", "Exceeds" or "Meets" **but are required for "Needs Improvement" or "Unsatisfactory"**.

Clergy Name: \_\_\_\_\_ Date: \_\_\_\_\_

Evaluator: \_\_\_\_\_ Position: \_\_\_\_\_

**CHARACTER: Who a Leader is**

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
<b>Spiritual Authenticity</b>						
Grounded in a personal experience of God through Jesus Christ						
Lives in a personal relationship with Jesus Christ in such a manner that the love of God is manifest in daily activities						
Risks sacrificially for the sake of the Gospel.						
<b>Totals: Spiritual Authenticity</b>						
<b>Integrity</b>						
Lives out the highest ethical ideals of the Christian life in professional and personal behavior including honesty, trustworthiness compassion and courage.						
Practices self-discipline and maintains appropriate boundaries (e.g., sexual ethics, relational boundaries, professional boundaries, etc.)						
Follows through on promises and commitments.						
Models a life of good stewardship, including tithing.						
<b>Totals: Integrity</b>						

## CHARACTER: Who a Leader is (cont'd)

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
<b>Wholeness</b>						
Leads a physically and emotionally healthy lifestyle						
Balances the demands of work, self and family.						
Sustained by a support system of colleagues, friends and/or family						
Practices spiritual disciplines faithfully						
Seeks spiritual direction						
Integrates personal holiness and social holiness in professional and communal life.						
Demonstrates commitment to going on to perfection.						
<b>Total: Wholeness</b>						

### Comments; Reflections; Explanations:

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## COMPETENCE: What a Leader Does

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
<b>Knowledge</b>						
Integrates solid biblical and theological knowledge into ministry practice						
Capable of theological reflection and its application to ministry						
Understand and shares Anglican heritage and values						
Relates knowledge to the congregation in appropriate and edifying ways						
Knows the community and its needs; adapts ministry to reach the unchurched.						
<b>Totals: Knowledge</b>						
<b>Growth</b>						
Self-reflective regarding all aspects of life and ministry						
Demonstrates a commitment to lifelong learning and the continual development of skills for ministry						
Searches broadly for innovative ways to improve						
Learns from mistakes and failures						
<b>Total: Growth</b>						

## COMPETENCE: What a Leader Does (cont'd)

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
<b>Accountability</b>						
Models accountability by seeking and receiving feedback for improvement						
Responds constructively to criticism and feedback						
Actively listens to diverse points of view						
Acknowledges mistakes						
Initiates and owns performance management process						
Committed to the development of subordinates to achieve their career goals consistent with Church needs						
<b>Totals: Accountability</b>						
<b>Ministry Skills</b>						
Discerns and exercises appropriate leadership styles						
Partners with community leaders to help transform						
Preaches the Gospel articulately with skill and conviction and passion						
Ensures church members get sensitive pastoral care						
Designs and leads worship that feeds the congregation spiritually						
Leads and empowers congregation in evangelism and outreach						
Ensures competent administrative oversight						
Helps congregation organize for mission						
Supports small group organization						
<b>Totals: Ministry Skills</b>						

## COMPETENCE: What a Leader Does (cont'd)

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
<b>Relational Skills</b>						
Evidences a genuine love for people						
Is a visionary catalyst for change						
Fosters relationships within and beyond the congregation						
Deals constructively and openly with differences						
Practices and models ministry of reconciliation						
Models and embraces inclusiveness						
Demonstrates sensitivity and commitment to diversity						
Treats others with dignity and respect						
<b>Total: Relational Skills</b>						
<b>People Empowerment</b>						
Leads in order to make ministry the work of all						
Leads the congregation so that all discover and use their skills for ministry						
Builds a team to discern and understand the mission						
Expresses confidence in others' abilities						
Ensures people know what's expected of them						
Gives people freedom, resources and choice in how to do their work						
Celebrates accomplishments						
Encourages people to share their faith						
<b>Totals: Empowerment of Others</b>						

## COMPETENCE: What a Leader Does (cont'd)

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
<b>Professional Judgment</b>						
Speaks positively of the Anglican effort and encourages support						
Encourages dialogue about changes that could improve the Church						
Ensures church members receive pastoral care						
Experiments and takes needed risks						
Shows appropriate flexibility						
Maintains appropriate personal appearance and presence						
<b>Totals: Professional Judgment</b>						

### Comments; Reflections; Explanations:

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## CONNECTION: How a Leader Works

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
<b>Vision</b>						
Speaks with conviction and passion about the meaning and purpose of the Church's work						
Works with others to help the congregation discern its role in doing God's work						
Helps the congregation see innovative and creative new possibilities						
<b>Totals: Vision</b>						
<b>Team</b>						
Rallies people around a shared vision of what God's next step is for the congregation						
Shows others how their specific goals fit the broader vision						
Makes certain that achievable goals and specific plans are set to accomplish the vision						
Holds people accountable for the Church's mission, vision, goals and values						
<b>Totals: Team</b>						
<b>Fruits</b>						
<i>Leads congregation in such a way that:</i>						
People experience God's presence						
Lives are transformed and converted through Christ						
Members grow into deeper discipleship						
New disciples are reached, shaped and continuously formed						
Love of neighbor is reflected in the community						
Congregation embraces the joy of practicing good stewardship including moving toward tithing						
Congregation experience joy and fulfillment in their worship and service						
<b>Totals: Fruits</b>						



**Comment; Reflections; Explanations:**

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**TOTALS (Add totals from previous sections in this area)**

<b>Item/ Characteristics</b>	<b>More than Exceeds</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Improvement</b>	<b>Unsat.</b>	<b>Don't Know</b>
<b>CHARACTER</b>						
Spiritual Authenticity						
Integrity						
Wholeness						
<b>Character Totals</b>						
<b>COMPETENCE</b>						
Knowledge						
Growth						
Accountability						
Ministry Skills						
Relational Skills						
Empowerment						
Professional Judgment						
<b>Competence Totals</b>						
<b>CONNECTION</b>						
Vision						
Team						
Fruits						
<b>Connection Totals</b>						

**GRAND TOTALS**

	<b>More than Exceeds</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Improvement</b>	<b>Unsat.</b>	<b>Don't Know</b>
<b>Grand Totals</b>						

**Overall Evaluation:** Pick a category that best reflects the employee's overall performance.

	<b>More than Exceeds</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Improvement</b>	<b>Unsat.</b>
<b>Overall Evaluation</b>					

**Comments; Reflections; Explanations:**

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**Job Description Reviewed:** \_\_\_\_\_ **Yes** \_\_\_\_\_ **No** **Changes:** \_\_\_\_\_ **Yes** \_\_\_\_\_ **No**

*(Note: If changes have been made please forward revised copy to the HR Committee)*

**Review Period: From:** \_\_\_\_\_ **To:** \_\_\_\_\_

**Clergy Response:**

*My signature does not signify agreement or disagreement; simply that I have reviewed the document.  
Clergy feedback can be included in the comments section below.*

Clergy signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Comments:** \_\_\_\_\_

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# MINISTRY/STAFF SUPPORT EVALUATION

This form is designed to provide a framework for evaluating our Ministry and Staff Support employees. It gives our supervisors the opportunity to reflect on and give feedback in all the essential areas.

## Scoring Categories:

- **More than Exceeds Expectations:** Continually surpasses listed characteristics, exemplary modeling of leadership.
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- **Needs Improvement:** Development needed in this category; has difficulty meeting listed characteristics; where applicable does not meet in a timely manner; lack of follow through; the person at this level may have slipped or is new in the position.
- **Unsatisfactory:** Did not achieve satisfactory results in listed characteristics; either through lack of timeliness of unacceptable results; not meeting characteristics of ministry leadership; continually fails to meet expectations of listed characteristics.
- **Don't Know:** Insufficient personal knowledge in this category to make a judgment or characteristic doesn't apply.

**Scoring Process:** Place a "1" in the correct category for each rating criteria. *Only one entry per row.* For example:

## **Job Competencies:**

**Job Knowledge and Skills:** Understands the job requirements and has specific education, training, content knowledge, skills and abilities to perform all job responsibilities, reaches sound decisions and exercises good judgment in the performance of all duties and responsibilities.

<b>Item/ Characteristics</b>	<b>More than Exceeds</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Improvement</b>	<b>Unsat.</b>	<b>Don't Know</b>
Job Knowledge/Skills		1				

Comments: \_\_\_\_\_

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Comments are very helpful for "More than Exceeds", "Exceeds" or "Meets" **but are required for "Needs Improvement" or "Unsatisfactory"**.

# MINISTRY/STAFF SUPPORT EVALUATION

Employee: \_\_\_\_\_ Position: \_\_\_\_\_

Supervisor : \_\_\_\_\_ Date: \_\_\_\_\_

### JOB COMPETENCIES

**Job Knowledge and Skills:** Understands the job requirements and has specific education, training, content knowledge, skills and abilities to perform all job responsibilities, reaches sound decisions and exercises good judgment in the performance of all duties and responsibilities.

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
Job Knowledge/Skills						

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Communication:** Expresses thoughts clearly and effectively both orally and in writing; communications are clear, concise and courteous, structures and prepares documents with little guidance, answers questions well, is an effective listener, contributes to meetings and group discussions, does not use slang or inappropriate language.

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
Communication						

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Quality:** Accurately and neatly prepares all work-related material; double checks all work for errors and makes corrections prior to completion of assignments, work is thorough and well organized; is economical and cost-effective in the use of materials.

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
Quality						

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Quantity:** Amount of work performed on a daily basis is appropriate for specific job responsibilities.

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
Quantity						

Comments: \_\_\_\_\_

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**Dependability:** Accomplishes tasks and responsibilities in accordance with scheduled deadlines without sacrificing quality standards; plans and organizes work effectively, demonstrates punctuality in both work performance and attendance, number of occurrences of absenteeism are within acceptable standards.

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
Dependability						

Comments: \_\_\_\_\_

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**Interpersonal Skills:** Works harmoniously and effectively with others; shares knowledge and expertise with others easily and frequently; accepts positive and constructive feedback easily and in a timely manner; effectively handles conflict and works to resolve situations in a courteous, cooperative and timely manner.

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
Interpersonal Skills						

Comments: \_\_\_\_\_

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**Attitude and Initiative:** Demonstrates professionalism and enthusiasm toward work responsibilities; is courteous and cooperative with others; anticipates what needs to be done and then does it; keeps current with new work methods, skills and technologies, initiates and/or incorporates new work methods.

Item/ Characteristics	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
Attitude/Initiative						

Comments: \_\_\_\_\_

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**Adaptability:** Is able to adjust to a variety of situations, responds positively to changes in the workplace; demonstrates flexibility in responding to work demands.

<b>Item/ Characteristics</b>	<b>More than Exceeds</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Improvement</b>	<b>Unsat.</b>	<b>Don't Know</b>
Adaptability						

Comments: \_\_\_\_\_

\_\_\_\_\_

**Decision Making:** Ability to identify probable root causes of problems, makes and/or facilitates decisions considering impact on others and/or the Church; reaches sound decisions and exercises good judgment based on balanced consideration of facts, priorities and alternatives; makes decisions in agreed-upon time frame, demonstrates ability to examine existing problems/issues in new ways.

<b>Item/ Characteristics</b>	<b>More than Exceeds</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Improvement</b>	<b>Unsat.</b>	<b>Don't Know</b>
Decision Making						

Comments: \_\_\_\_\_

\_\_\_\_\_

**Spirituality:** Clearly holds the Christian values fostered by the Church; deals with daily tasks and with others as well as personal behavior in a way that reflects the best of these values; behavior.

<b>Item/ Characteristics</b>	<b>More than Exceeds</b>	<b>Exceeds</b>	<b>Meets</b>	<b>Needs Improvement</b>	<b>Unsat.</b>	<b>Don't Know</b>
Spirituality						

Comments: \_\_\_\_\_

\_\_\_\_\_

# GRAND TOTALS

	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.	Don't Know
Grand Totals						

**Overall Evaluation:** Pick a category that best reflects the employee's overall performance.

	More than Exceeds	Exceeds	Meets	Needs Improvement	Unsat.
Overall Evaluation					

**Comments; Reflections; Explanations:**

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**Job Description Reviewed:** \_\_\_\_\_ Yes \_\_\_\_\_ No **Changes:** \_\_\_\_\_ Yes \_\_\_\_\_ No  
*(Note: If changes have been made please forward revised copy to the HR Committee)*

**Review Period: From:** \_\_\_\_\_ **To:** \_\_\_\_\_

**Employee Response:**

*My signature does not signify agreement or disagreement; simply that I have reviewed the document. Employee feedback can be included in the comments section below.*

Employee signature: \_\_\_\_\_ Date: \_\_\_\_\_

**Comments:** \_\_\_\_\_

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