



The Ministry Planning & Review System

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Scripture

- 1 Timothy 5:17-19 (NIV)
- *The elders who direct the affairs of the church well are worthy of double honor, especially those whose work is preaching and teaching. For the Scripture says, "Do not muzzle the ox while it is treading out the grain," and "The worker deserves his wages." Do not entertain an accusation against an elder unless it is brought by two or three witnesses.*


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Question for Reflection

What does this scripture have to say about the church's relationships with her ministers?

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Objectives

- The need for a new job performance process
- The job performance challenge for the church
- The Ministry Planning & Review System

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The Need for a New System

- Recovery from a broken relationship with a minister takes a long time.
- Time and energy is better invested in making the relationship work.
- Secular job performance processes are ineffective in the church.

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Background

Two Major Considerations:

1. The church operates as an entire system on mission.
“If one part [of the body] suffers, every part suffers with it; if one part is honored, every part rejoices with it” (1 Corinthians 12:26 NIV).
2. The church should function as the “body of Christ” in how it addresses the job performance of the ministers & staff.

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1. The Job Performance Challenge for the Church

- Many churches are using job performance processes borrowed from business or academic institutions.
- Any job performance process used in the church must be in keeping with the gospel, both in its method and the manner in which it is done.
 - It must proclaim and model the gospel.
 - If it doesn't do this, it doesn't belong in the church.

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2. The Job Performance Challenge for the Church...

1. Must **consider the entire church system** rather than one or two key leaders who are paid.
2. Should **model the Kingdom of God**. A caring process that shows Jesus' way of relationships and manifests the fruit of the Spirit.
3. Must **demonstrate a difference** in the way it is designed and carried out, from the way secular institutions deal with people.
4. Should **equip the whole people of God** for a **shared ministry together**, members and ministers.
5. Must express the **essence of mission**.

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Performance Analysis, not Appraisal

In recent years, two primary approaches to performance evaluations have been used:

- Appraisal processes
- Analysis processes

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Appraisal Processes...

- Assume an over/under hierarchy.
- One person or group has “power over” another.
- The relationship is not a **shared partnership** in mission.
- This arrangement exists where churches assume that the minister is an “employee,” who is “hired” to meet the needs, wants, and sometimes whims of those who hired him or her.
- Therefore, when performance appraisals are done, some person or group sits in judgment upon another.

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Performance Analysis, not Appraisal

- Appraisal processes are dangerous because they place supervisors and/or committees in the position of "playing God" with other persons' jobs and lives.
- Research on appraisal processes indicate:
 - They either have no effect on performance or make performance worse rather than better.
 - When pastors and staff are placed in a context where they must invest energy into protecting and defending themselves from those sitting in judgment upon them, their energy is not available for creative ministry.
 - Appraisal processes create a defensive, win/lose climate that actually undermines the climate of love and caring support that the church is called to demonstrate toward its ministers.

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Analysis Processes...

- are usually based on the assumption that an entire system is in operation, and that every member is responsible for the success of the church's mission.
 - When job performance is high, it usually means pastor and people are working well together as a system.
 - When performance is low, it means the church system is not working well.

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Analysis Processes...

- focus is upon the collaborative planning and ministry goals of the church's mission.
- create a **supportive** win/win climate which enables important information to be shared and helps people feel safe with one another to take risks and to be vulnerable to one another.
- provides a setting where the committee and minister examine together how the **entire system** is operating as well as how individuals are performing.
- **The Ministry Planning & Review System is an analysis process.**

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Using the Ministry Planning & Review System

- The ministers' understanding of the church and the practice of ministry will inevitably influence the style and life of a congregation.
- How well ministers plan for ministry and carry out their plan will largely determine the effectiveness of the church.
- The Ministry Planning & Review System focuses on the planning of ministry.

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BUT planning is not enough...

- ▶ For a minister to be most effective, a support system is required.
- ▶ *“Be responsive to your pastoral leaders. Listen to their counsel. They are alert to the condition of your lives and work under the strict supervision of God. Contribute to the joy of their leadership, not its drudgery. Why would you want to make things harder for them?” (Hebrews 13:17 MSG)*
- ▶ The MP&R System combines careful planning with a supportive review process involving the minister with a Review Committee from the congregation.

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Basic Objectives of the MP&R System

- ▶ To develop a clear understanding of the ministers' responsibilities.
- ▶ To open clear channels of communication to provide help, support, and feedback between the ministers and the congregation.
- ▶ To provide more detailed and accurate information to support future personnel decisions and actions.
- ▶ To help the ministers and the congregation achieve greater use of the ministers' S.H.A.P.E.* throughout the congregation.

* SHAPE - Rick Warren's acronym for Spiritual gifts, Heart/passion, Abilities, Personality & Experience

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The Review Meeting

- ▶ A basic ingredient in the *MP&R System* is the meeting between the minister and the Review Committee.

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Objectives of the Meeting

- ▶ To plan together for three-month work periods,
- ▶ Keep well informed about the work they are doing,
- ▶ Develop a teamwork approach to ministry which combines the insights and S.H.A.P.E. which all parties bring to the church's work,
- ▶ Develop an understanding of the actual workload of the pastor and staff,
- ▶ Facilitate collaborative problem-solving and ministry planning,
- ▶ Counteract the loneliness and isolation felt by many ministers.

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The Minister Takes the Initiative

By working step-by-step through five major areas:

1. Responsibilities:

- Identifying those activities for which the pastors are responsible and the support needed to carry out those responsibilities at a high level of quality.

2. Key Result Areas and Goals:

- Spiritually discerning the key areas in which results must be achieved if the church is going to be faithful to God's mission, setting a goal for each area and organizing responsibilities under those areas.

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The Minister Takes the Initiative

3. Achievements/Needs for Improvements:

- Identifying things that have gone well by both minister and congregation and the areas in which both parties need to grow in order to strengthen their shared ministry.

4. Indicators:

- Identifying the things both parties should look for to know if progress is being made in their shared ministry and common life together.

5. Performance Improvement Goals and Action Plans:

- Identifying performance improvement goals and organizing them into time-bound and measurable action plans with consideration for the demands of ministry.

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Involvement/Accountability for the Entire Church System

- Ministry Coordinating Council meets quarterly
- Two Questions
 - How have you seen God at work in your ministry area in the last three months?
 - What do you believe God is calling you to do in the next three months.
- The pastor also answers these two questions and presents his/her plans for the next three months.
- The Ministry Coordinating Council also takes responsibility of the Ministry Planning Review
- Each ministry area coordinator also reports to the business meeting.

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Five Ministry Areas

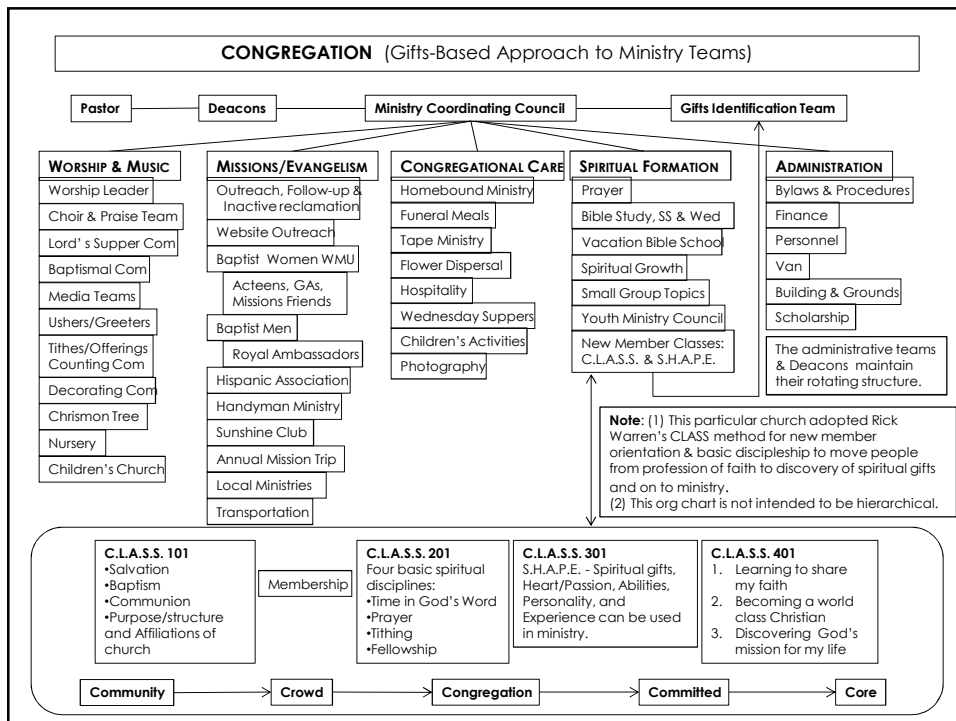
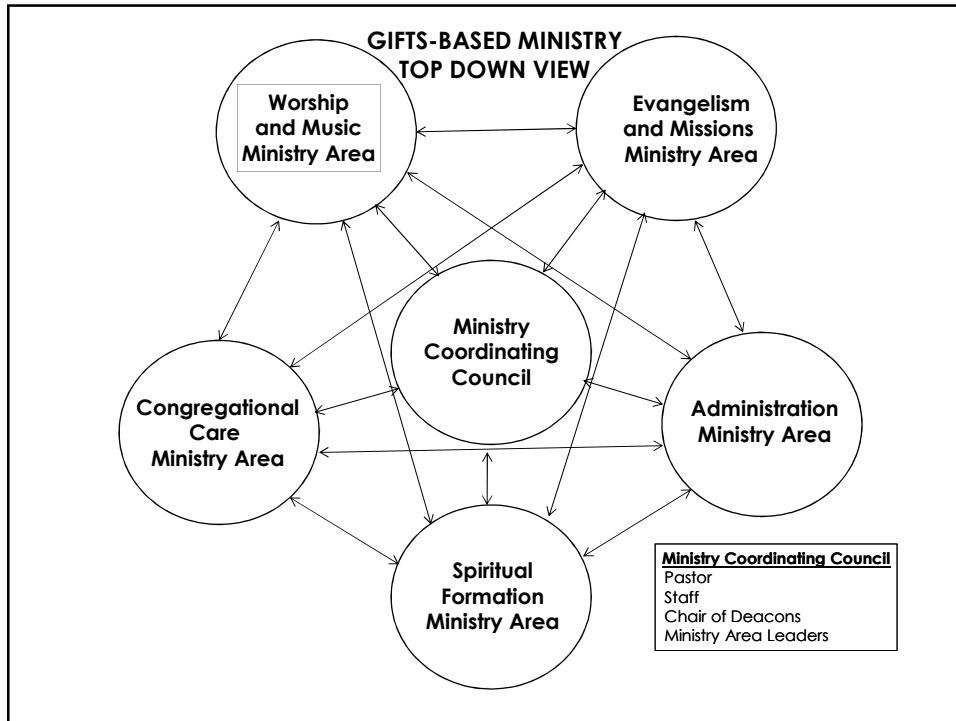
In some form, churches have five ministry areas

- Worship/Music
- Evangelism/Missions
- Congregational Care
- Spiritual Formation
- Administration

One could imagine an organization chart where all ministry teams and/or committees are organized by these five ministry areas. Indeed, one can trace them back to Acts 2:42-47.

A top down view of an organization chart would look similar to the next slide, followed by a subsequent slide of an org chart for a typical Baptist church.

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Quarterly Ministry Planning

In this scheme, the Ministry Coordinating Council (Church Council) would meet quarterly for the purpose of **planning ministry**. Calendaring would be involved, but the **Main Agenda** would be for each Ministry Area leader and the Pastor/Staff to answer the following two questions:

- How have you seen God at work in your area of ministry in the last three months?
- What do you believe God is calling you to plan for the next three months?

Inherent Accountability

- Accountability for the entire church system would be inherent by virtue of each person being prepared for the meeting with plans for the next quarter.
- In the typical Baptist church, the pastor is the chair of the "Church Council," placing the initiative in the pastor's hands for this proactive, strategic, missional leadership process.
- Ministry Area leaders and pastor/staff would also give these same reports in the church business meeting, transforming it into a life-giving ministry celebration, instead of boring reports.

For questions or further elaboration, please call Larry Glover-Wetherington at 919-564-6061.

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