

Church Staff Evaluations



TABLE OF CONTENTS.....	PAGE
Leader’s Guide	2
Preliminary Steps for Church Staff Evaluations.....	3–4
Staff Evaluation Forms	
Ministry Review of Objectives and Goals	5–6
Performance Appraisal for Pastoral Staff.....	7–10
Performance Appraisal for Musicians	11–15
Performance Appraisal for Administrative Staff.....	16–17
Supervisor Forms	
Pastoral Performance Evaluation	18
Musician Performance Evaluation	19–20
Administrative Staff Performance Evaluation	21–24
Additional Resources	25





Leader's Guide

How to use "Church Staff Evaluations" by BUILDING CHURCH LEADERS

Welcome to BUILDING CHURCH LEADERS: your complete guide to leadership training. You've purchased an innovative resource that will help you assemble a church staff evaluation. Selected by the editors of Leadership Resources at Christianity Today International, these are the best components of numerous evaluations, which come from a variety of churches and denominations.

We have assembled eight forms that you can use to evaluate your church staff. You may use any form as it appears in this training packet, or you may customize them for your particular use.

The forms range from helping a staff member establish and review his or her goals and objectives to reviewing specific roles such as musicians and administrative staff. The "Staff Performance Evaluation" looks at job efficiency and will help a supervisor to evaluate almost any kind of staff position.

We hope these forms will assist your church in making staff evaluations a smooth and helpful process.

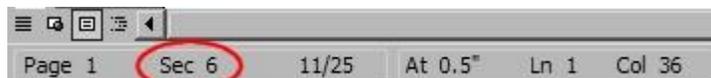
Need more material, or something on a specific topic? See our website at www.BuildingChurchLeaders.com.

To contact the editors:

E-mail BCL@christianitytoday.com

Mail BUILDING CHURCH LEADERS, Christianity Today International
465 Gundersen Drive, Carol Stream, IL 60188

PRINTING NOTE: To print out the forms you would like to use, put your cursor on the page to print and notice the section number located on the left side of the status bar at the bottom of the page.



Click "File" + "Print," select "Pages," and type "s" and the section number in the corresponding box. For example, if you would like to print the third form, "Performance Appraisal for Musicians," type "s6."

* We've worked hard to make sure this information is accurate and legally sound. However, we remind you that this is not a substitute for legal counsel. If your church has a legal question, be sure to talk with an attorney.



Preliminary Steps for Church Staff Evaluations

Help your staff make the grade.

by Stephen Dees

Many employers, especially churches, consider the topic of staff evaluation a nuisance. Comments often include: “We don’t have time to worry with evaluating our staff,” or “Staff evaluation is a waste of time,” or “Our staff do a great job so we don’t need to evaluate them.”

Staff evaluation doesn’t have to be a nuisance. It can be a necessary tool that assists churches in critical areas of personnel management. Churches that have a good staff evaluation program in place often see the morale and work ethic of their employees improve dramatically.

Communicate Effectively

Here’s a typical church office scenario: It’s 8:00 on a weekday morning. The phones are ringing faster than they can be answered. Church members Maybel Johnson and Francis Smith have just arrived at the office and are asking to see the minister of music. The senior pastor walks through the church office and praises the receptionist for an excellent job on typing his sermon outline for the previous Sunday’s service. Sounds like a normal workday, right? But the problem is, the receptionist was so busy trying to answer the phones and point Maybel and Francis in the right direction that she thought the pastor was criticizing her typing of the sermon notes. Maybel and Francis, on the other hand, felt offended because the pastor didn’t say anything to them.

Cases of communication failure similar to the above scenario happen every day in churches across America and underscore the need for a formal staff evaluation system.

It’s no secret that communication is a two-way process. It requires the attention of both parties involved. Communicating approval or disapproval of an employee’s performance requires a distraction-free setting. Both the employer and the employee involved must be tuned in to what the other is saying.

Clarify Job Descriptions

The first step in creating an evaluation instrument is determining what role each position plays. This is most often called a job description. To be effective, staff evaluation instruments must be directly linked to each employee’s job description. After all, it isn’t fair to evaluate an employee based on criteria other than his or her job description. Unfortunately many job descriptions aren’t kept up to date. As employees are added and responsibilities are divided, job descriptions need to be updated.

In addition, staff members often need clarification regarding the expectations placed on them. People normally try to live up to expectations, so these need to be clear. According to *Church Staff Evaluation: A Tool for Effective Performance* by Joyce Parchman (Nacba Press, 2001), job descriptions help prevent misunderstandings, create a feeling of trust, and make it



possible to present a great deal of organized, pertinent information about each position quickly and concisely.

Provide Staff Opportunities for Growth

Most employees want to know how they can do a better job. Regular staff evaluations provide this information to them. The key is to connect analysis to development. To do this, both the supervisor and employee should assess the employee's strengths and weaknesses and bring this assessment to the evaluation meeting. Compare the two lists, and use the issues you differ on as a springboard for discussion, goal setting, and growth.

Growth becomes a reality only when both parties agree on a set of goals that will enable the employee to improve. Once an agreement is reached, it is the supervisor's responsibility to provide opportunities to help reach those goals, which may include training seminars or classes.

Establish a Compensation Plan

Many churches give all staff members, regardless of job performance, the same annual compensation increase, which is usually a percentage based on inflation rates and/or the church's current financial condition. This method may require less time and energy, but it also fosters numerous staff issues.

If you give the same increase to all employees regardless of performance, consider this: Using the across-the-board percentage method doesn't encourage mediocre employees to try harder, and it doesn't persuade top-notch employees to keep up the good work. Author Jerry Jensen, in *Employee Evaluation: It's a Dirty Job, But Somebody's Got to Do It* (The Grantsmanship Center, 1980), says, "People feel good about themselves and their employer when they do things that stretch their abilities and when they get recognition for those achievements."

If you desire to improve employer–employee communication, clarify job descriptions, train staff for growth, and provide a means by which your church can compensate objectively. The process of creating and implementing a staff evaluation program should rank high on your to-do list.

—Stephen Dees is associate pastor of education and administration at First Baptist Church, Wilmer, AL, and president of Dees Administrative Ministry Consulting. Article used by permission from ChurchExecutive.com.

Ministry Review of Objectives and Goals of past year

Purpose: To encourage and affirm each staff person and establish more effective communication between staff and church leadership, and to design clear, realistic goals and objectives for the upcoming year.

This form is to be filled out by the one being reviewed: (Name)

Part I. JOB DESCRIPTION

- Include your Job Description as the next page in this document.
- Read through the Job Description and make any comments or suggested changes, as desired.

Part II. GOALS AND OBJECTIVES of the past year

For _____ through _____
(month) (year) (month) (year)

NEW GOALS AND OBJECTIVES:

(New initiatives from the past year)

Progress: _____
(Review Date)

- 1.
- 2.
- 3.

RE-ESTABLISHED GOALS AND OBJECTIVES:

(Renewed initiatives)

- 1.
- 2.
- 3.

PROFESSIONAL DEVELOPMENT or OUTSIDE MINISTRY

(Schooling or additional ministry opportunities)

- 1.
- 2.
- 3.

GOALS AND OBJECTIVES for the coming year

For _____ through _____
(month) (year) (month) (year)

NEW GOALS AND OBJECTIVES:

(New initiatives for the following year)

Progress: _____
(Review Date)

1.

2.

3.

RE-ESTABLISHED GOALS AND OBJECTIVES:

(Renewed initiatives from a previous year)

1.

2.

3.

PROFESSIONAL DEVELOPMENT or OUTSIDE MINISTRY

(Further educational or additional ministry opportunities)

1.

2.

3.

Performance Appraisal for Pastoral Staff

(Keep written answers brief but clear enough to open discussion with your supervisor.)

Ministry Change(s)

1. Did you find yourself involved in: (mark those that apply)

Major change Minor change No change Need for change

2. What change(s) this year have been encouraging? _____

3. What change(s) this year have been difficult? _____

4. What change(s) would you like to see accomplished? _____

5. Additional comments on changes experienced or needed: _____

Communication

1. Do you feel your area of ministry has been well identified and/or communicated to the:

Staff? Yes Somewhat No

Church body? Yes Somewhat No

Within your area? Yes Somewhat No

As a staff:

2. Where or how would you like to see communication improve or increase? _____

As a church:

3. Where or how would you like to see communication improve or increase? _____

In your area of ministry:

4. Where or how would you like to see communication improve or increase? _____

Staff Relationships

1. Have you experienced significant frustration with other (ministry and/or support) staff or church leaders or church members?

Some One or Two None

2. What attempts have you made to improve these relationships? _____

3. Any thoughts or ideas on how we can improve staff relationships? _____

4. Any thoughts on how to improve relationships with church leadership? _____

General Comments *(Circle those that relate to you in your role at this church)*

Encouraged	Energized	Focused	Affirmed
Innovative	Discouraged	Overlooked	Fulfilled
Confused	Confident	Useful	Alone
Challenged	Frustrated	Overworked	Grateful
Stressed	Optimistic	Initiator	Concerned
Integrated	Struggling	Overwhelmed	Organized
Burned-out	Growing	Appreciated	Unchallenged
Goal oriented	Task Oriented	Equipper	Team Player
Creative	Flexible	Resourceful	Current

Comment(s) on any of the above: _____

My spiritual gift(s) are: _____

I believe that my gifts are: Maximized Moderated Minimized Unused

Please comment: _____

Energizers and Stressors

1. In what area of ministry are you most productive, energized, or fulfilled? _____

2. How/where do you spend most of your time? _____

3. Are there areas of work or ministry that you spend too much time? _____

4. In what area of ministry do you experience the greatest amount of stress? _____

5. What area of ministry do you find difficult to resolve? _____

Development

1. In what area of ministry would you like additional development or skill training? _____

2. Do you have any personal, family, or spiritual goals? _____

Accountability

1. Does someone hold you spiritually accountable? Yes No

2. How would you rate that accountability?

Supportive and active

Supportive and inactive

Non-supportive and active

Passive

Performance Appraisal for Musicians

The following form provides guidelines only.

Users are encouraged to adapt and reformat this form to serve their own needs.

Name and position title _____

Date hired _____

Review date _____

Date of last review _____

The following items are to be completed by the musician:

1. Does your current job description/contract adequately match the work you are required to do?

If not, how should the job description be changed? _____

2. What have been your accomplishments and successes in the past year? _____

3. What aspects of your work do you especially enjoy or find rewarding? _____

4. What aspects of your work do you enjoy the least? _____

What changes would you like to see with regard to these concerns? _____

5. Is there any way in which your supervisor or pastor could be of better help to you in your work?

If so, please describe. _____

6. Is there any way in which your fellow staff members and lay leadership could be of better help to you in your work?

If so, please describe. _____

7. What goals would you like to set for yourself for the next year? _____

8. In general, how would you evaluate your performance over the past year? _____

To what extent were last year's goals met? _____

9. Is there anything in particular you would like to discuss with your reviewer?

If so, please explain. _____

Questions in Major Categories of the Musician's Work

People Skills/Working Relationships

Which areas do you feel are your strengths and which areas need improvement?

Relationships with clergy and other staff.

Relationships with and supervision of other music staff, paid and volunteer.

Planning for worship and other activities:

-How frequently do you meet with others involved with planning?

-Is it enough?

Relationships with choirs and/or worship teams:

-Level of satisfaction, support?

-Recruitment and response?

-Ministry, including awareness of and response to personal situations affecting individuals?

Relationships with congregation:

-Level of satisfaction, support?

-Providing opportunities for education and outreach?

-How do you see your "musical fit" with the congregation?

What were your accomplishments in these areas during the past year?

What specific goals do you have for the coming year?

Music/Worship Skills

Which areas do you feel are your strengths and which areas need improvement?

- Your level of preparation and practice for rehearsals and services.

- The variety of music experiences that you provide.

- Your ability to adjust to the changing character of the staff or congregation.

- Your development of musical resources in the church.

- Your professional development.

- The leadership you give in vocal and choral training.

- Your knowledge of hymns and choruses and your ability to lead the congregation in singing.

- Your knowledge of the liturgy and worship traditions of this faith.

What were your accomplishments in these areas during the past year?

What specific goals do you have for the coming year?

Business/Administrative Skills

Which areas do you feel are your strengths and which areas need improvement?

- Your ability to plan, defend, and work within a budget.

- Meeting deadlines for newsletters, worship bulletins, etc.

- Your stewardship of the church's music and maintenance of the music library.

- Care and maintenance of instruments.

- Meeting contractual and licensing obligations.

- Hiring other musicians such as substitutes and instrumentalists.

- Planning concerts and other special programs with the attendant publicity.

- Necessary custodial work.

What were your accomplishments in these areas during the past year?

What specific goals do you have for the coming year?

Performance Appraisal for Administrative Staff

To be completed by administrative staff member

(Part 1)

Employee name: _____
 Position: _____
 Supervisor: _____
 Evaluation date: _____

Critical Attributes:	Strengths:	Areas to Strengthen:
<u>Teamwork / Relationships</u> – Works well on a team. – Helpful to coworkers. – Works effectively with others. – Accepts constructive criticism.		
<u>Attitude toward Work</u> – Cares about the work being done. – Positive about the work and fellow employees. – Ability to acknowledge problems without being pessimistic. – Supports supervisor and coworkers.		
<u>Independence / Initiative</u> – Correctly sets priorities. – Sees what needs to be done and takes action. – Completes tasks timely with little follow up. – Recognizes problems and deals with them.		
<u>Innovation</u> – Finds new and unique solutions to problems. – Contributes to group processes to set plans and resolve problems.		
<u>Dependability</u> – Responsible. – Timely completion of projects. – Consistently performs well.		
<u>Communication</u> – Speaks and writes clearly. – Listens to others. – Shows sensitivity and caring.		
<u>Utilization of Time</u> – Time spent on the job commensurate with value added. – Uses time efficiently to accomplish duties. – Seeks to help others. – Arrives at appointments and meetings on time. – Accomplishes tasks in reasonable time.		
<u>Accomplishments</u> – Completion of assignments in timely manner. – Quality of work. – Technical skills.		
<u>Spiritual Leadership / Example</u> – Seeks to model Christian life. – Ethical / honest.		

Appraisal of Supervisor Relationship for Administrative Staff (Part 2)

Name and position title: _____

Date:

Please describe your relationship with your supervisor: _____

STRONGLY DISAGREE

1

2

3

4

STRONGLY AGREE

5

Rate the following from 1 to 5. Feel free to add comments.

_____ My supervisor helps me set priorities for my responsibilities.

_____ My supervisor listens to and responds to my concerns.

_____ My supervisor empowers me to continuously improve work processes.

_____ My supervisor creates a climate where I can be completely open in discussing my mistakes and areas that need improvement.

_____ My supervisor often asks what he/she might do differently to more effectively manage me.

Supervisor:

Signature

Date

Employee:

Signature

Date

Pastoral Performance Evaluation

To be completed by the supervisor after the review meeting and presented to the staff person within two weeks of the review meeting.

Employee name: _____
Position: _____
Supervisor: _____
Evaluation date: _____

Supervisor comments and suggestions in each area of evaluation:

Ministry Change(s)

Communication

Staff Relationships

Energizers and Stressors

Development

Accountability

Overall Objective Rating:

- 5 OUTSTANDING** Performance of superior level; greatly exceeds the expectations for this position and the experience level of the individual.
- 4+**
- 4 EXCELLENT** Performance consistently exceeds the expectation for this position and requires little to no supervision.
- 3+**
- 3 COMMENDABLE** Performance is consistent with the expectations of this position and is satisfactory in competently sustaining all levels of ministry,
- 2+**
- 2 FAIR** Performance meets some but not all expectations for this position.
- 1+**
- 1 POOR** Performance does not meet expectations for this position and immediate improvement is required.

Musician Performance Evaluation

To be completed by the supervisor

Musician's name: _____

Position: _____

Supervisor: _____

Evaluation date: _____

1. Does the current job description/contract adequately describe the work expected of the musician?

If not, how should the job description be changed? _____

2. In general, what is your evaluation of the musician's performance over the past year? _____

To what extent were last year's goals met? _____

3. Has the work been done in a manner that facilitates good relationships between coworkers?

If not, what improvements should be made? _____

4. What goal(s) should the musician strive for in the next year? _____

5. Evaluate how well the musician interacts with the choir/worship team and members of the congregation.

6. If applicable, evaluate how well the musician supervises the work of other persons. _____

7. How could you be of better help to the musician? _____

8. Is there anything you would like to discuss with the musician?
If so, please describe. _____

The musician and the reviewer are to meet and discuss the comments on the previous pages. After the conversation, each should respond to the following questions:

What goals have been set for the musician for the next year? _____

Has this evaluation process been beneficial to you? If not, how could it be improved? _____

MUSICIAN'S RESPONSE: _____

REVIEWER'S RESPONSE: _____

Musician's Signature

Reviewer's Signature

Date

Administrative Staff Performance Evaluation

To be completed by the supervisor

Name of staff person: _____

Position: _____

Supervisor: _____

Evaluation date: _____

Write notes in the margins for added specificity and clarity.

1. EFFECTIVENESS IN DEALING WITH PEOPLE: Extent to which employee cooperates with and effectively influences those with whom s/he comes in contact. (This item includes showing respect and communicating effectively with congregation, staff, and others.)

a. Regarding Internal Relations

_____ Extraordinary relational skills.

_____ Above average relational skills.

_____ Maintains effective working relations with others.

_____ Somewhat less effective than required by job.

_____ Relations too ineffective to remain in job without improvement.

b. Regarding External Relations

_____ Extraordinary relational skills.

_____ Above average relational skills.

_____ Maintains effective working relations with others.

_____ Somewhat less effective than required by job.

_____ Relations too ineffective to remain in job without improvement.

2. JOB KNOWLEDGE: Extent of job information and understanding possessed by employee. (This item includes acquiring necessary new information.)

_____ Extraordinarily well informed.

_____ Well informed on all phases of work.

_____ Knowledge fully satisfies job requirements.

_____ Lacks some required knowledge.

_____ Knowledge inadequate to remain in job without improvement.

3. ACCURACY: Correctness in performance of work duties and responsibilities.

_____ Nearly always accurate. Requires minimal supervision.

_____ Highly accurate most of the time. Requires little supervision.

_____ Usually accurate; makes average number of errors. Requires average supervision.

_____ Makes more than the acceptable number of errors. Requires extra supervision.

_____ Careless; makes frequent errors. Requires close supervision.

4. EFFECTIVENESS in carrying out goals and attaining objectives.

- _____ Superior effectiveness; highly meritorious performance.
- _____ Above average effectiveness.
- _____ Satisfactory effectiveness.
- _____ Just getting by; needs improvement.
- _____ Clearly ineffective; corrective action needed.

5. EFFICIENCY in completing a normal amount of work in a timely manner.

- _____ Highly industrious; superior work output.
- _____ Industrious; exceeds the norm.
- _____ Amount and timeliness of work is satisfactory.
- _____ Barely completing enough work to get by; needs improvement.
- _____ Not meeting minimum requirements; corrective action needed.

6. JUDGMENT/DISCRETION: Extent to which decisions and actions are appropriate and based on sound reasoning.

- _____ Superior judgment at all times.
- _____ Excellent judgment in determining the proper course of action.
- _____ Exercises good judgment.
- _____ Judgment not entirely adequate to meet the demands of the job.
- _____ Judgment too poor to remain in job without improvement.

7. INITIATIVE: Extent to which employee is a self-starter in attaining job objectives.

- _____ Extraordinary initiative.
- _____ Shows above average initiative.
- _____ Displays satisfactory initiative.
- _____ Lacks initiative in some respects.
- _____ Lacks sufficient initiative to remain in job without improvement.

8. JOB ATTITUDE: Amount of interest, enthusiasm, and positive intent shown on the job.

- _____ Exceptionally positive attitude at all times.
- _____ Very positive, interested, and enthusiastic.
- _____ Good attitude.
- _____ Attitude poor in some respects.
- _____ Attitude too poor to remain in job without improvement.

9. ADAPTABILITY: Extent to which employee adapts to changes in work situation.

- _____ Highly adaptable in all situations.
- _____ Quickly adapts to changes.
- _____ Adapts to changes with little difficulty.
- _____ Resists changes in work situation.
- _____ Does not adapt enough to remain in job without improvement.

10. SELF-PRESENTATION: General physical and verbal appearance.

- _____ Exceedingly favorable presentation.
- _____ Favorable presentation.
- _____ Satisfactory presentation.
- _____ Presentation of self needs some improvements.
- _____ Presentation too unfavorable to remain in job without improvement.

11. DEPENDABILITY: Extent to which employee can be counted upon to carry out instructions, be on the job, and fulfill responsibilities.

- _____ Extraordinary dependability in all respects.
- _____ Above average dependability.
- _____ Fully satisfies dependability of the job.
- _____ Dependability is not fully satisfactory.
- _____ Too unreliable to remain in job without improvement.

12. ATTENDANCE:

- _____ Excellent attendance.
- _____ Seldom absent.
- _____ Occasionally absent.
- _____ Often absent; poses a problem.
- _____ Excessive absenteeism; cannot be depended upon.

OVERALL APPRAISAL OF EMPLOYEE PERFORMANCE.

(Average of 12 preceding ratings).

_____ **Topnotch performance.** Superior contribution to the association.

_____ **Consistently above average** performance. Excellent work.

_____ **Fully competent** in present job. Good performance.

_____ **Does not fully meet requirements** of the job.

_____ **Inadequate to remain** in present job without improvement.

GENERAL COMMENTS:

STRENGTHS TO BUILD ON:

AREAS TO WORK ON:



Additional Resources

Resources for church staff evaluations.

Building Church Leaders: Leadership training resources from Christianity Today International



www.BuildingChurchLeaders.com

- “[Building a Team](#)” Training Theme and [PowerPoint](#)
- “[Church Staffing Essentials](#)” Practical Skills
- “[Dealing With Staff](#)” Survival Guide
- “[The Pastoral Profession](#)” Cartoon Pack
- “[Recruiting and Staffing](#)” Training Theme and [PowerPoint](#)

The ABC's of Evaluation: Timeless Techniques for Program and Project Managers by John Boulmetis, Phyllis Dutwin (John Wiley & Sons, 1999; ISBN 0787944327)

Church Administration Handbook by Bruce P. Powers (Broadman & Holman Publishers, 1997; ISBN 0805410619)

Church Staff Evaluation by Joyce Parchman (Nacba Press, 2001; ISBN 097054331X)

Employee evaluation: It's a dirty job, but somebody's got to do it by Jerry Jensen (The Grantsmanship Center, 1980; ASIN: B00072L1OU)

Poorly Performing Staff and How to Manage Them (Educational Management) by Tessa Atton, Brian Fidler (Routledge, 1999; ISBN 0415198178)