

Performance Planning
and Review Process
Workbook

Performance Planning and Review Process Workbook

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Purpose of the Performance Planning and Review Process

The annual formulation and review of mutually accepted goals for the congregation and its rostered leaders is highly recommended to fulfill the purpose of the church and the congregation as participants in God's mission. This performance planning and review process is intended to provide guidelines that Congregation Councils, Executive Committees, or Mutual Ministry Committees can apply to their own situations.

Roles in the Process

Members of the Congregation Council, Executive Committee, or Mutual Ministry Committee should be actively involved in the following activities:

- Goal and performance planning for the congregation and rostered leaders
- Setting and clarifying expectations for mission goals
- Tracking performance
- Providing feedback
- Conducting the review process with rostered leaders

Planning and Review Process Guidelines

The planning process should produce specific mission goals both for the congregation and its rostered leaders. Council and committee members should draw upon information that may appear in any of the following resources:

- The Model Constitution for Congregations of the Evangelical Lutheran Church of America
- A Ministry Site Profile, especially for in-process or recent calls.
- The rostered leader's current Definition of Compensation, Benefits, and Responsibilities of the Pastor Under Call, section E on Other Provisions on "special attention in ministry."
- Position Description forms for called leaders, listing specific duties or projects.
- Mutual Ministry planning guide with reflections and directions on prioritized congregation goals and suggestions for continuing education.
- Reflections and Directions Worksheets, focusing on five ministry functions of the congregation: worship, learning, witness, service, and support.
- Annual congregation mission goals from Congregation Council or Executive Committee planning sessions, Mutual Ministry reports, or congregation meetings.
- Any congregation visioning or mission/goals clarification process or meeting.

The performance planning and review process should take place throughout the year to ensure that the full purpose and contribution to God's mission can be realized. As optional guides to the performance planning and review process, two samples are provided in the exhibits section:

- Sample Annual Strategic Planning and Review Cycle
- Sample Annual Mutual Ministry Agenda

In both sample approaches, there should be clear and direct connections between the congregation's mission goals and the strategic priorities, direction, objectives, and activities of the congregation and its rostered leaders.

Big picture conversations are helpful in clarifying and gaining commitment to the direction, priorities, and expected outcomes. The most effective goals and objectives are specific, measurable, attainable, relevant, and time bound (SMART).

Mid-year reviews are recommended. These interim reviews present a number of valuable opportunities that advance the mission goals:

- Further clarification of strategic priorities and outcomes
- Collaborative discovery and problem-solving
- Listening to new ideas
- Providing feedback
- Gauging progress against strategic priorities and goals
- Making any necessary adjustments in goals, outcomes, or activities
- Monitoring the mission, mood, and enthusiasm of both the congregation and rostered leaders

As the close of the planning year approaches, the Congregation Council, Executive or Mutual Ministry Committee should complete that cycle's review or evaluation of both congregation and rostered leaders' goals and performance.

Sample worksheets are provided in the exhibits for:

- Congregation Goals and Performance Review
- Rostered Leader's Goals and Performance Review

On both worksheets, the specific goals are listed. Space is provided for commentary. It is recommended that all commentary be specific, brief, and to the point. It should focus on behavior or actions, not on the person or people. Any comments on behaviors or actions should link to the impact on mission goals and strategic priorities.

One technique that is particularly helpful is to describe specific examples that demonstrate actions taken to support mission goals. The example should include:

- A brief description of the situation that either positively or negatively affected a goal or strategic priority
- Action taken or behavior exhibited by the congregation or rostered leader in response to the situation
- Result or effect on the mission goal or strategic priority
- Impact on the people involved

Positive examples point out actions or behaviors that should be further encouraged. Negative examples provide clarity on what actions or behaviors may be unhelpful and must change or be discouraged in the future.

This simple set of information is helpful in the review discussion and in evaluating performance with more precision and clarity.

Evaluation and Compensation Guidelines

No compensation changes should be made without a current performance review and evaluation of the rostered leader's goals and performance. As stated previously, there should be clear and direct connections between the congregation's mission goals and the strategic priorities, direction, objectives, and activities of the congregation and its rostered leaders.

Based upon thoughtful appraisal of the degree of advancement on mission goals, strategic priorities, and supporting objectives, as noted by specific examples and appropriate measurements, the following evaluation scale ratings are recommended:

- Rating of 4 = Excellent = Met goal in an exceptional manner.
- Rating of 3 = Good = Met goal in an above average manner.
- Rating of 2 = Satisfactory = Met goal in a satisfactory manner.
- Rating of 1 = Needs Improvement = Does not meet minimum standards. Did not achieve the goal or behavior change is warranted. Standards of performance should be established for areas of improvement.

Based upon the completion of the performance evaluation and determination of rating, the Congregation Council or Mutual Ministry Committee should determine the appropriate percentage increase that matches the rating of performance. Currently, the following increases in compensation are appropriate for the overall or average rating:

- 4% for a rating of 4, or “excellent” performance
- 3% for a rating of 3, or “good” performance
- 2% for a rating of 2, or “satisfactory” performance

Congregations should intentionally plan to reach synod standards for compensation.

Exhibits

- Sample Annual Strategic Planning & Review Cycle
- Sample Annual Mutual Ministry Agenda
- Congregation Goals & Performance Review Worksheet
- Rostered Leader’s Goals and Performance Review Worksheet