



## INTRODUCTION TO APPRAISALS

### How it works

- 1 The review has been designed to be undertaken by a job holder in collaboration with other people from their own church. For the minister an external colleague (another minister or trustee?) might be of help. The people need to be chosen carefully and, if they have experience of appraisal in some other setting, this will help. They must be trusted, and be encouraging and constructive. In some churches the eldership team, or the deacons might review each other in terms of their joint responsibilities, but it is important that others in the organisation have a say. Job holders are accountable to the local church membership finally.
- 2 It is important that reviews take place in a relaxed atmosphere in a place where the jobholder feels at home. The session should be completed in two hours maximum, so it is neither hurried nor prolonged, but in many cases it might be much shorter, depending on the responsibilities of the job.
- 3 In preparation the jobholder should complete a copy of the review form, working down the left hand pages first. These are to do with the tasks and activities of the last year. Then the right hand pages look to next year's targets, and will be of use when next year's review comes round. Again, depending on the responsibilities, not all boxes will be relevant.
- 4 The others involved should each complete a review form about the jobholder, perhaps drawing on informal discussions within the church membership as well as their own observations. They, too, bring their forms to the meeting. One of the reviewers should take the lead in the meeting, and another should take notes.
- 5 They meet in an atmosphere of shared prayer. The main focus is on the jobholder and what he/she has to say, and the reviewers moderate, test and add to the achievements anything that might not have been recognised.
- 6 The distilled comments are captured on a new form during the session, and at the end this form is signed by all present and copies retained by the jobholder and one other person in the review. They must be kept in a safe place with regard to their confidentiality.
- 7 The purpose of the review is to help both the jobholder and the church. It should lead to improvements in relationships, in performance and in understanding the nature of the responsibilities being undertaken.

*“Evaluation is natural to the human experience. Evaluation is one of God's ways of bringing the history of the past into dialogue with the hope for the future. Without confession of sin there is no reconciliation; without the counting of blessings there is no thanksgiving; without the acknowledgement of accomplishments there is no celebration; without awareness of potential there is no hope; without hope there is no desire for growth; without desire for growth the past will dwarf the future. We are called into new growth and new ministries by taking a realistic and hopeful look at what we have been and what we can still become. Surrounded by God's grace and the crowd of witnesses in the faith, we can look at our past unafraid and from its insights eagerly face the future with new possibilities.”*

United Methodist Church of America, quoted by Paul Beasley Murray in *A Call to Excellence – an essential guide to Christian leadership*, Hodder & Stoughton, 1995.

### Acknowledgement

Much of the material reproduced here is based on *Measuring Up! Savoy Papers 8*, The Congregational Federation, 2002.