

Ministerial Development Review

Priest's papers

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1. Ministerial Development Review rationale

The Bishop's MDR Scheme

Across the Church of England, not least in response to the Covenant for Clergy, dioceses have been improving the support they try to give to their clergy over recent years. This includes developing our MDR processes.

MDR is a legal requirement for those on Common Tenure, but we know that we all need this kind of reflection and support. The Bishop expects all licensed clergy to take part in MDR.¹

MDR is about maturity in Christ and in Christ's service. It is a chance for us as deacons and priests to stop and take stock of ourselves and the ministry to which we are called, and to be renewed in Christ.

MDR is about affirmation and celebration. In the midst of the busyness and pressures of ordained ministry it is too easy to lose sight of the gifts we have been given and are exercising. MDR enables us to see these again for ourselves and to receive encouragement from others, including our reviewer.

MDR is about honesty and accountability. This is a chance for us to ask ourselves some searching questions and for us to hear how others see us, even if that can be sometimes uncomfortable. It is also about our accountability to our Bishop and to the Church.

Fundamentally, MDR is about our own motivation as clergy of the Church of England to be and minister in as Christ-like a way as possible.

The revised (2019) MDR system has two components.

In 'year 1', the priest will be invited to an MDR with the Bishop or a member of the Bishop's Leadership Team [BLT]. The preparation for this MDR is more extensive: it includes a preparation form, a personal preparation form which invites reflection on the Ordinal, and also six pieces of feedback from colleagues and parishioners. This element of the MDR process will have stronger elements of 'accountability' but also a clear emphasis on your well-being. From this meeting will come an agreed record and agreed development objectives.

¹ The supporting documentation for this can be found at "Ministerial Development Review Guidance, approved by the Archbishops' Council January 2010". https://www.churchofengland.org/sites/default/files/2017-10/ministry_development_review_guidance.pdf

This includes the following helpful reference to clergy employed by outside bodies: "a person employed by an outside body but licensed by the bishop should be within the MDR scheme in respect of the licence. The scope to their review should be appropriate to requirements of the post."

In 'year 2', the priest will be invited to an MDR with a trained 'peer reviewer'. They will work with you to help you gain greater clarity in understanding yourself and your current ministry and how that might be developed. Their role is to listen, to ask questions, to act as mirror and a sounding-board. They will not tell you what to do but will help make this a good self-review. The preparation form for this is simpler. It will include a review of the current agreed development objectives. It will conclude with an Agreed Record Form including suggestions for amendment or addition to the agreed development objectives.

Ministerial Review is intended to facilitate both ministerial *enrichment* and ministerial *effectiveness*. It should be good for you, for you as an ordained minister and good for those who receive and share that ministry. It is part of the engine of personal flourishing and church growth in all its dimensions.

Ministerial Development Review (MDR) is a *process* that enables clergy to become even more effective in the service of Christ through careful reflection, support and growth.

Through MDR clergy are given the opportunity to

1. reflect before God on their vocation and ministry;
2. stand back and look at their ministry, and identify what most needs development and attention;
3. receive both encouragement and challenge;
4. become more aware of their own strengths and weaknesses;
5. set some objectives for their personal and ministerial

2. The MDR Process

The steps in the process for an MDR with a member of the BLT.

Step	What	When
1	Reviewer initiates the process by agreeing a date for the MDR meeting and sending paperwork to the priest.	3 months before
2	Priest gives feedback forms to those he/she has selected in the parish.	On receiving the paperwork
3	Priest returns the Personal Preparation form and Job Description to the Reviewer.	3 weeks before
4	Reviewer sends copies of the feedback replies to the Priest	When the Reviewer has received the Personal Preparation form
5	MDR Meeting	
6	Agree and sign the Agreed Record	Within 2 weeks
7	Agreed Record goes to Bishops (and the final part to the CMD officer)	Within 2 weeks of signing
8	CMD officer to contact the priest to offer support with following up on development objectives	6 months after receiving the form

The Steps in the process for an MDR with a peer reviewer.

Step	What	When
1	Bishop's Office [BO] allocates a peer reviewer and informs the priest. (If there is a potential difficulty with the allocated peer reviewer, the priest can swiftly contact the BO and the matter will be discussed with the CMD Advisor.)	3 months before
2	BO sends forms to priest and copy of current agreed objectives and role description to both priest and peer reviewer.	3 months before.
3	Priest books a meeting with the peer reviewer. Peer reviewer logs date with BO. (If peer reviewer does not hear from the priest within a month, they will contact the BO to chase.)	ASAP after receipt of forms.
4	Priest sends the Personal Preparation Form to the peer reviewer.	Minimum of 3 weeks before MDR.
5	MDR Meeting	
6	Agree and sign the Agreed Record	Within 2 weeks
7	Agreed Record Form goes to Bishop and the final part to the CMD officer. [If there is a delay in this process, the peer reviewer will alert the BO who will chase.]	Within 2 weeks of signing
8	CMD officer to contact the priest to offer support with following up on development objectives	6 months after receiving the form

3a. Preparing for the MDR (BLT) Meeting

MDR is designed to help you reflect on the way in which your ministry has been going since your last MDR meeting. That's the first thing to note. It's not about the last couple of days. If you have done this exercise before, you will need to begin by reflecting on the progress made with the Ministerial Development Objectives you set last time. Because of the value of this review, please give it the time it deserves – the time that you deserve. You will share this form with your reviewer, but basically it is your document. Challenge yourself by being both candid about the past and hopeful about the future. The worst thing that can happen here is that this whole business ends up being dull and routine. The idea is that it is renewing and refreshing – and the way you approach this form will have a big impact on the value you get out of the MDR process. It might be best not to do this task all in one sitting. Better to sit down for ten minutes three times than to try to get it done in half an hour. Find some way that allows you to really get reflective and hopeful about your ministry. You will then be in a great position to receive and respond to feedback and to work with your reviewer to craft some helpful ministerial development objectives.

Two pieces of work need attention before the MDR (BLT) meeting:

- ask 6 people to send in their feedback, and
- complete the Personal Preparation form. (The pre-MDR form which includes reflective questions based on the Ordinal should be a helpful document in completing the Personal Preparation Form with an appropriate spiritual dimension.)

nb Feedback

It is important not to get this element out of perspective within the whole process. It is not the Last Judgement on your ministry or on you as a person. Some of the things said may display a lack of understanding of you or your role, some may even be coloured by disagreements that have been going on in the parish. Many of the comments will be warm and supportive and will encourage you but not help much more than that. But, leaving aside any odd comments made only by one person, the overall picture given by the feedback is some indication of where your strengths lie and where you might concentrate on development. Try to choose people who will help you discern where you might usefully develop your ministry.

Those in parish ministry are asked to request feedback from 6 people, including

- A. At least one churchwarden;
- B. One person who experiences your ministry beyond the congregation, possibly in school or community groups, or in locality or deanery or diocese;
- C. If you have a colleague with whom you work closely (clergy, Reader, APA) it would normally be good practice to include one of them.

If you are in a multi parish benefice or some other situation where you wish to get feedback more widely, you can add two more people to make a total of 8, but only if you wish to do so.

Once you have chosen your 6, and have their agreement, give them the feedback booklet and form and use the covering letter (see appendix or download from the Diocesan website address above). It is worth doing this sooner rather than later, in case people have to be chased up.

Once your Reviewer has received your Personal Preparation form (3 weeks before your meeting), your feedback replies will be posted to you in advance of the MDR meeting. Those who have done this before recommend that you choose a time to read through them when you will have space to absorb what they might say.

3b Preparing for the MDR (Peer Reviewer)

- Complete the Personal Preparation Form (Peer Review) and send to the peer reviewer 3 weeks before the MDR.

The forms are appended to this document as appendices

(or download from www.durham.anglican.org/resources/mdr.aspx).

Appendix 1

MDR Personal Preparation Form (with member of BLT) Diocese of Durham

Priest's Name _____ Date of MDR Meeting _____

Reviewer _____

Please return this form preferably electronically or in the envelope provided by[date]

- Please list the objectives agreed at your last MDR and indicate both the extent to which they have been achieved and what has come from working at them.**

(If this is your first MDR and you do not have previous objectives to review you will be asked instead to review your Role Description. If so, PLEASE SEND IT IN WITH THIS FORM)

Development Objective	How far have you achieved this? <i>On a five point scale 1 = low 5 = completed</i>	How fruitful has this been for the parish/area of ministry, and for you?

2. What do you feel you have done particularly well over the last 12 months?

1
2
3

3. What do you feel you have done least well over the last 12 months?

1
2
3

The reviewer will also facilitate a conversation with the feedback received from your respondents.

Church of England and Diocesan Priorities

4. Are you up to date with safeguarding training? (Please note when you undertook your most recent training.) Have you ensured that all those in your parish(es) who need to receive such training are up to date? (Please note the process by which this is checked.) Does your PCC review safeguarding policies and procedures annually, and has it adopted and implemented the most recent version of the Diocesan Safeguarding Policy? Are you finding any aspect of this work hard to implement? Can you offer any help to others in this area?"

5. If you have undertaken a personality/ministerial profiling exercise (Myers-Briggs, Insights, APEST, other) how has that helped you to identify your preferences in leadership and ministry? And your strengths and weaknesses as a priest leader? How have you been able to work with this self-understanding in your current ministry?

6. How have you experienced engaging with diocesan missional initiatives; Missional Leadership for Growth and/or Partnership for Missional Church and/or Resource Church? Can you identify positive development in yourself and in your parishes following on from these programmes?

7. How have you and your church(es) been involved with the task of energizing the growth of the Church ? How would you review this?

8. How have you and your church(es) been involved with ministry of engaging with children and young people? And in schools? How would you review this?

9. How have you and your church(es) been involved in the task of 'challenging poverty'? How would you review this?

10. How have you and your church(es) been involved in the task of 'Caring for God's creation'? How would you review this?

Questions of Wellbeing

11. What CMD have you undertaken since your last review? Have you found it helpful? (Stipendiary clergy are expected to do '5 days' CMD each year. SSM in proportion to the time spent in public ministry. *Archbishops' Council Guidelines 2010.*) NB CMD might be attendance at a training event, guided reading, reflective engagement with new experiences, or something completely different.

12. If your housing is provided by the diocese - "no house is perfect" - how suitable do you find your house as a vicarage? Is it well maintained by the Housing Department, and have any issues or problems been addressed?

13. Are you satisfied that you are receiving appropriate medical support (for example, by asking your GP for advice about blood pressure, weight etc) **and that you are doing what you can towards your physical well-being?**

14. Are you satisfied that you have the financial support and advice that you need (for example, in relation to pension and retirement housing or any other issues)?

15. Do you have a 'spiritual director' or 'spiritual accompanier' or 'confessor'? What is your practice regarding an annual retreat/conference? Do you have a mentor or work consultant?

Looking to the Future

Role Description

16. Please review your role description. [If you do not have a copy, please contact your Archdeacon's office.] How accurately does it describe what you do? What changes of significance, if any, might there be? Are there changes you would like to make now?

17. Are there changes to the current context of your ministry (e.g. major regeneration, housing developments, schools, other new churches) which the Bishop needs to know about, or which may be impending?

18. To what extent do you envisage significant changes in your own circumstances over the next year or two?

19. Are there dreams or intuitions about your future and future ministry which you would like to share? Where do you see yourself in five years' time?

20. Are there charisms or areas of expertise which might be of benefit to the wider Church which you would like to share?

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21. Please note here any provisional ideas about Ministerial Development Objectives which can be discussed and clarified during the review conversation. Please group these under these new headings:

- Missional Leadership (a new area of missional/evangelistic work or significant consolidation of such work)
- Ministerial Enrichment (spiritual or theological resourcing of your public ministry)
- Ministerial Effectiveness (a new or consolidating area of ministerial training)
- Personal Development (something about how you as a person, and a person in relationship, might develop)
- Other (this is over to you...)

Category	Development Objective

22. What support might you benefit from as you address your development objectives?

23. Is there anything else you wish to raise in your MDR conversation? *[There might be practical issues or personal circumstances, for example, which are very relevant to your ministerial development, though they may require another conversation where they could be the main focus of attention.]*

Appendix 2

The Ordinal and MDR

This purpose of this list of questions is to provide a foundation for our work of ministerial review by taking us back to our common calling and authorisation in ordination. It draws on the questions, promises and prayers in the Ordination Service of Deacons and Priests. It is designed to help you, and so the reviewer, keep a deep and spiritual as well as ministerial focus in this review. Please use it as a stimulus to responding to the MDR form itself.

Affirming and developing your discipleship and ministry, with the Ordinal

1. 'Will you be diligent in prayer...'

You might reflect on your relationship with God, your prayer life, how you are using the Daily Office, other ways of praying, time on retreat or at a conference, work with a spiritual director or mentor...

2. ... in reading Holy Scripture, and in all studies that will deepen your faith and fit you to bear witness to the truth of the gospel?' 'Do you believe the doctrine of the Christian faith as the Church of England has received it, and in your ministry will you expound and teach it?'

You might reflect on how study has sustained you as a disciple and minister in the recent past? What has gone well in your preaching and teaching ministry? Where might there be potential for development?

3. 'Priests are ordained to lead God's people in the offering of praise and the proclamation of the gospel.'

You might reflect on how you are leading God's people? How have you been helped by your training, diocesan provision (MLG) or other CMD? How would you describe your charism in leadership?

4. 'Will you lead Christ's people in proclaiming his glorious gospel, so that the good news of salvation may be heard in every place?'

You might reflect on how you have engaged in the ministry of evangelism? And helped others to engage in this ministry? What has gone well in these areas of ministry in the last year? What could be different or better?

5. 'Will you strive to make the love of Christ known through word and example, and have a particular care for those in need?'

What is 'poverty' in your context? You might reflect on how you and your church(es) have engaged with the diocesan priority of helping our communities to tackle poverty?

How do you and your church(es) engage with ministry with children and young people? How do you and your church(es) relate to the schools in your parish(es) ?

6. **‘Will you faithfully minister the doctrine and sacraments of Christ as the Church of England has received them, so that the people committed to your charge may be defended against error and flourish in the faith?’**

What is your ministerial practice regarding the administration of the sacraments of baptism and the other occasional offices? When did you last review this and how?

7. **‘Will you, knowing yourself to be reconciled with God in Christ, strive to be an instrument of God’s peace in the Church and in the world?’**

What has been your experience of ministering ‘as an instrument of God’s peace’ in the wider public context, as well as among people who are already involved in the church?

8. **‘Will you work with your fellow servants in the Gospel for the sake of the kingdom of God?’**

How are relationships with your ordained and lay colleagues? In what ways have you found it possible to engage in collaborative ministry in your churches, and to encourage it? What examples of partnership working are there in your wider context and what challenges and opportunities do these present?

9. **‘Will you accept and minister the discipline of this Church and respect authority duly exercised within it?’**

What has gone well in your relationship with ‘diocesan support structures’ [senior staff, Mission and Ministry Support Team, other staff in Cuthbert House] this year? What might have worked better?

10. **‘Will you endeavour to fashion your own life and that of your household according to the way of Christ, that you may be a pattern and example to Christ’s people?’**

How is the balance between your ministry, work and family life? To what extent do you receive the ministerial and personal support which you need? Do you have any particular concerns?

11. **‘Will you then, in the strength of the Holy Spirit, continually stir up the gift of God that is in you, to make Christ known among all whom you serve?’**

What have you experienced recently as affirming your calling? How have you felt the gifts of God’s Spirit developing in you? How might you offer your gifts in the service of the wider Church?

Appendix 3

MDR Personal Preparation Form (Peer Review) Diocese of Durham

Priest's Name _____ Date of MDR Meeting _____

Reviewer _____

Please return this form preferably electronically or in the envelope provided by[date]

24. What questions, issues, achievements and challenges do you want to discuss in this MDR peer review?

To help focus these question, the following may be helpful tools...

25. In relation to your ministry overall, what do you feel you have done particularly well over the last 12 months?

1
2
3

26. In relation to your ministry overall, what do you feel you have done least well over the last 12 months?

1
2
3

5. Please mark with a cross how healthy you feel your ministerial life is.

FLOURISHING	HEALTHY	UNHEALTHY	DAMAGING

6. Relationship with God is at the heart of ministry. How would you describe that relationship over the last year?

7. Relationships with close colleagues (ordained and lay) are an important aspect of ministerial life. How are your most important ministerial relationships developing? Are there any issues that need attention?

8. What CMD have you undertaken since your last review? Has it been helpful? (Stipendiary clergy are expected to do '5 days' CMD each year. SSMs in proportion to the time spent in public ministry. *Archbishops' Council Guidelines* 2010.) NB CMD might be attendance at a training event, guided reading, reflective engagement with new experiences, or something completely different.

Development Objectives

9. As you reflect on your current Development Objectives what progress do you feel you have made and are there any changes you would like to make ? Please group these under these new headings:

<p>Missional Leadership (a new area of missional/evangelistic work or significant consolidation of such work)</p>	
<p>Ministerial Enrichment (spiritual or theological resourcing of your public ministry)</p>	
<p>Ministerial Effectiveness (a new or consolidating area of ministerial training)</p>	
<p>Personal Development (something about how you as a person, and a person in relationship, might develop)</p>	
<p>Other (this is over to you)</p>	

10. What support might you benefit from as you address your development objectives?

Appendix 4

Crafting Development Objectives and First Steps

What makes a good Ministerial Development Objective (DO)?

DOs have a shelf-life of up to two years and so need to reflect something deeper than a pressing concern. To prepare a good DO the priest and reviewer will have to reflect a little on underlying as well as presenting issues.

Here is a quick check list to run over your Development Objectives before you sign them off:

1. Am I really going to do this?
2. Can I expect it to make a real difference to my ministry?
3. Is the tone of the Dos – when taken together – positive and hopeful?
4. Is there some variety here or are these all versions of the same thing?
5. Is there one that is really quite challenging – scary even?
6. Is there one that is potentially really good fun?

Getting a good set of DOs on paper is perhaps the main challenge within the meeting but they are the product of careful listening at many levels through the process as well as a good way with words at the end.

What should a First Step (FS) involve?

These are very different to DOs. What the priest needs is a clear, objective, small, unthreatening, do-able but difference-making first thing to do. FSs should normally include the word 'by' but also be realistically timed. There is no reason for them all to be on the same time scale; some might be within a month, some might be within six months; longer than that and the risk is that good intentions will remain good intentions.

When it comes to First Steps it's the verb that counts. The most effective will probably be those which require an action with another person – ie something has to be actively arranged and put in the diary.

Good verbs for FSs:

Contact

Arrange

Gather together x, y and z to discuss p, q and r

Approach

Meet with

Attend (esp if followed by the words 'CMD workshop on working with objectives')

Less good verbs for FSs

Follow up
Explore
Work
Engage with
Carry on
Be alert to

First steps don't have to say much. There is no need to try to 'project plan' work on the DO in the MDR meeting. Rather the task is to discern and then describe the DO in such a way as to be meaningful to the priest.

Appendix 5

Agreed Record Form BLT MDR

Date of meeting

Priest

Reviewer

1. Review of Development Objectives

Development Objective	To what extent has this been achieved? <i>On a five point scale 1 = low 5 = completed</i>	Other comments eg: How fruitful has this been? Who has benefited. Is this genuinely work in progress? Is a boost needed?

2. Key points arising from the priest's response to feedback about both strengths and areas for development.

1
2
3
4
5

3. How are ministerial relationships with close colleagues developing?

4. Any actions to be taken by the Reviewer

5. Ministerial Development Objectives and first steps for the next 2 years. (In order of priority.)

1.	Objective
	First Step

2.	Objective
	First Step

3.	Objective
	First Step

4.	Objective
	First Step

5.	Objective
	First Step

Signed (Priest)

Date

Signed (Reviewer)

Date

Appendix 6

Agreed Record Form

Peer Review MDR

Date of meeting

Priest

Reviewer

Key points which the priest wished to discuss.

1
2
3
4
5

2 Any matters to be highlighted for the Bishop's attention

3 Reflection on Development Objectives

Development Objective	To what extent has this been progressed? How fruitful has this been? Who has benefited? Is this genuinely work in progress? Is a boost needed?

4 Any actions to be taken by the Reviewer

Amendments or additions to the current Ministerial Development Objectives. (Priority order.)

1.	Objective
	Next Step

2.	Objective
	Next Step

3.	Objective
	Next Step

4.	Objective
	Next Step

5.	Objective
	Next Step

Signed (Priest)

Date

Signed (Reviewer)

Date

Appendix 7

Feedback request letter

Letter (from minister) to those invited to give feedback in the Ministerial Development Review process

Dear

I am writing to follow up on our conversation where I asked if you would be willing to offer some feedback on my ministry. The Diocesan scheme for Ministerial Development Review asks me to get feedback from six people, using a simple questionnaire. Please let me know if you would rather not do this.

The Diocese experimented with feedback which was anonymous and feedback which is open, and decided that it is healthier for feedback to be given openly and not in secret. So I will see what you write. **Please put your name on it.** However, I hope you will feel able to be honest: if you have noticed something I need to improve it is likely that the other five people will have noticed it too. I am probably aware of it myself.

I am enclosing the questionnaire for you to complete, together with a stamped addressed envelope so you can send it straight back to the person who will be reviewing my ministry with me. Also I would be grateful to know when you have done it.

If you would prefer to do it by email then the forms are on the Resources section of the Diocesan website (www.durham.anglican.org/resources/mdr.aspx) and your email should go to (*address*) Please see that they arrive not later than *[date]*

I will have my Ministerial Development Review meeting based on the returned questionnaires which I will receive all together exactly as you have completed them a few days before the meeting.

If you have any questions about this which you think might be better answered by the diocese than myself then please contact Revd. Canon Dr Alan Bartlett (0191) 374 6012, email: alan.bartlett@durham.anglican.org

Yours sincerely

Appendix 8

Feedback booklet and form

Your guide to the Feedback Exercise

Thank you for agreeing to help with the 'feedback' aspect of my Ministerial Review.

This booklet is for you to keep. It explains what you are asked to do. It will help you to fill in the Feedback Form which you need to send in.

What you are asked to do

Most of this booklet consists of a list of ministerial tasks. Please read it through carefully.

When you look at this list you will notice that it is quite long. This is not meant to suggest that every minister needs to be good at everything. But ministry involves many different tasks and challenges so, however excellent a minister, there are always some areas for development.

When you have decided on **four** strengths and **two** areas for development, please write them into the summary at the top of the Feedback Form. The next stage is to add a few comments about each area that you have identified. Some help with this is offered on pages 7 and 8 of this booklet.

You might like to know that I am asking six people for feedback, including churchwardens and people from the wider community. There are some extra areas which those from the wider community might find that they can comment on more easily. However, anyone should feel free to tick whichever boxes strike them as most relevant or to add a new area. The point in all this is to help me know where my strengths lie while flagging up areas where training and support might make a real difference.

You might need to have a confidential conversation with a trusted friend to help you do this, but please respect the sensitivity and importance of the task, keep your thoughts and remarks confidential and pray for me as I seek to grow in ministry

I am very grateful to you for taking part. I know it is not easy to give feedback like this but please be as honest as you can.

Feedback for Ministerial Development Review

Areas of Strength and for Development

Leading Worship

Is s/he comfortable and positive in the leadership of worship? Do they get the balance between participating and leading about right? Is the preparation 'professional'?

Preaching

Are sermons helpful and inspiring? Does the preacher meet the congregation 'where they are' and use different approaches on different occasions?

Pastoral Care

Are parishioners cared for appropriately? Do others share in pastoral ministry?

Evangelism

Is s/he confident and clear in communicating the Gospel message? Are people becoming Christians through his/her ministry?

Community Engagement

Does s/he take the ministry into the community beyond the church? Is s/he a good partner with others in the wider community?

Prayer and Spirituality

It is hard to know this about someone else. But does s/he have a reputation for being a person of prayer? Do people look to him/her for spiritual guidance and leadership?

Developing others

Does the minister see the ability in others? Does s/he encourage them, train and support them, and set them free to use their talents?

Time Management

Does s/he live, work and engage at a good pace? Do they have the virtue of patience? Do events begin and end on time and is time used well when s/he is in charge?

Ministry to the Elderly

Is s/he relaxed and confident with elderly people, ensuring that they are cared for and respected and that their contributions are valued?

Healthy Lifestyle for Ministry

Does s/he set an example of a healthy and balanced lifestyle, handling the needs of his/her family, and his/her own need of leisure and refreshment?

Work with children and /or Young People

Are children and young people seen as integral to the life of the church? Does s/he reach out to children and young people and/or enable others to work in this area?

Schools

How effectively does he/she work with governors, staff and children in the schools of the parish, so far as that is welcomed?

Weddings and Funerals

Is there good preparation? What is the informal feedback from these in the wider community like?

Supporting Volunteers

Are people given clear understandings of what is expected, appropriate training, feedback and support?

Baptism Ministry

Does s/he enjoy baptising both babies and adults? Are these occasions seen as positive and joyful for all concerned?

Charing Meetings

Does s/he do a good job of preparing, running and following up on meetings? Does the business get done? Do people leave feeling that they have used time well?

Handling Conflict

Is s/he able to cope calmly when people get heated? Is s/he able to use the energy of conflict to bring about a good outcome?

Personal Resilience

Is s/he carrying the personal pressure of ministry well? Do they cope well with difficult people and circumstances?

Parish Administration

Is the parish well enough administered or is there some confusion about who does what, when and why? Is all the required paperwork in good order?

The following areas might be helpfully commented on by those giving a perspective from the wider community, though all are free to pick from any on this list or indeed to identify new areas.

Representative Role

Is s/he known and respected in the wider community? Is s/he a good ambassador for the church?

Personal Reputation

Do members of the wider community respect the minister and see him/her as a community leader?

Knowledge of Local Context

Has s/he made an effort to learn about the local context, both historically and in terms of the realities today?

Church in the Wider Community

Does s/he lead the local church in the ways of social responsibility and engagement? Is s/he a champion and friend of the poor and needy?

Governance Role

Does s/he understand the role of governance and exercise responsibility, leadership and teamwork well in this area?

Other Please add comments about any area which has not been listed

Feedback for Ministerial Development Review

Some Examples to Help You Provide More Detailed Feedback

Please feel free to fill in the boxes in a way that works for you. Here are two examples, one involves writing a paragraph, the other just making some points. Whichever way you go about this, your feedback will be greatly appreciated.

Strength in Ministry 1. *Preaching*

Hilda is an inspiring preacher. Her sermons are thoughtful and interesting and come across as very sincere. They are also challenging and she always makes them fit the occasion. I am sure a lot of work goes into these sermons but they come across as effortless. They always touch the heart as well as the mind. I am sure that God speaks to people through Hilda's preaching.

Areas for Development 1. *Chairing Meetings*

This might sound a bit funny – it's not meant to be – but I think Hilda is too nice in meetings. She lets everyone speak and when they have a question or complaint she always tries to answer it. She is careful to make sure we consider everyone's position before making a decision but often we don't actually make the decision. Meetings end late and people get tired and grumpy. Which is a pity because she is always so nice and caring. I don't want to be a complainer but if there is some training available for her I think it might help us all!

Strength in Ministry 1. *Supporting Volunteers*

- Always clear in what she is asking for.
- Never expects the same people to do everything.
- Asks others for advice and usually takes it.
- Thanks people regularly and sincerely.

Areas for Development 1. *Time Management*

- Always seems to have too much to do.
- Tends to leave things to the last minute.
- Often works on her day off.
- Is too generous with her time and so gets tired and sometimes a little bit tetchy. (I don't think she thinks we notice!)

Appendix 9

FEEDBACK Form

Name of Priest:

The priest will get a copy of this form

Name of Reviewer (member of BLT):

Please return this form to the Reviewer in the envelope provided by [date].

Summary:

Please list here the *strengths* and *areas for development* which you have chosen.

	Ministerial Strength		Area for Development
1		1	
2		2	
3			
4			

Please add more detail on each strength and area for development

Strength in Ministry 1

Strength in Ministry 2



Strength in Ministry 3

Strength in Ministry 4

Areas for Development 1

Areas for Development 2

YOUR NAME

This is the name of the person writing this feedback