

2011

**Performance Planning
and Review Process
Workbook**

**Southwest California Synod
Evangelical Lutheran Church in America**

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2011 Performance Planning and Review Process Workbook

Table of Contents

	Page
Purpose for Performance Planning and Review Process.....	2
Roles in the Process	2
Planning and Review Process Guidelines.....	2
Evaluation and Compensation Guidelines.....	4
Exhibits.....	5

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 latest edition of Definition of Compensation, Benefits, and Responsibilities of the Pastor (or three Lay Rosters) 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

As noted in the 2011 Rostered Leaders Fair Compensation and Benefits Workbook, page 6, congregations should intentionally plan to reach synod standards for compensation.

- “If a rostered leader’s salary falls below the guidelines, the congregation should adopt a three-year plan to increase salary by the annual change in the Los Angeles-Riverside-Orange County Consumer Price Index (CPI) plus 6% each year until the guideline is reached. (www.bls.gov/ro9/cpilosa.htm.)
- Specific reference is made to “Table 1: Recommended 2011 Salary Range” in the 2011 Rostered Leaders Fair Compensation and Benefits Workbook.

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

SAMPLE ANNUAL STRATEGIC PLANNING & REVIEW CYCLE

Time Period	Church Council	Executive Committee	Congregation
<p>January (or Month 1)</p>	<ul style="list-style-type: none"> • Present plan and budget at annual meeting of congregation • After annual meeting, conduct appropriate follow-up on decisions and actions approved by congregation 	<ul style="list-style-type: none"> • Conduct relevant communications for congregation • Conduct post-meeting orientation on plan and roles with new council members in advance of February or Month 2 meeting 	<ul style="list-style-type: none"> • Receive relevant communications & prepare for the annual meeting • Discuss and approve plan and budget at annual meeting of congregation
<p>February (or Month 2)</p> <p>March-June (or Months 3-6)</p>	<ul style="list-style-type: none"> • Affirm plan, actions, and roles with new council • Conduct monthly comparison of performance to budget & goals 	<ul style="list-style-type: none"> • Monitor performance 	
<p>July (or Month 7)</p>		<ul style="list-style-type: none"> • Conduct mid-year evaluation • Develop draft of new plan year critical needs, issues, assumptions • Organize for special August or Month 8 council planning meeting 	
<p>August (or Month 8)</p>	<ul style="list-style-type: none"> • Complete special planning meeting • Review executive committee preliminary findings, mid-year evaluation, needs, issues, assumptions • Offer inputs on new initiatives and needs • Authorize mid-year communication to congregation 	<ul style="list-style-type: none"> • Issue mid-year evaluation to congregation • Refine strategy, goals, metrics after special Church Council input & feedback 	<ul style="list-style-type: none"> • Receive council's communication on mid-year evaluation and any adjustments to the current strategy, goals, & budget • Submit any feedback or questions to the council

Time Period	Church Council	Executive Committee	Congregation
September-October (or Months 9-10)	<ul style="list-style-type: none"> Continue dialogue on draft strategy et al 	<ul style="list-style-type: none"> Continue refinement process 	
November (or Month 11)	<ul style="list-style-type: none"> Review final draft of strategy, goals, financials, and metrics for evaluation Approve and/or authorize final adjustments 	<ul style="list-style-type: none"> Complete final adjustments Provide input to nominating committee on related expectations for new Church Council nominees 	
December (or Month 12)	<ul style="list-style-type: none"> Approve final adjustments Authorize publication to congregation at least 30 days prior to annual meeting Confirm new Church Council nominees who will be asked to fulfill the new strategy & goals 	<ul style="list-style-type: none"> Review & approve the annual report to the congregation Prepare notice of annual meeting of congregation & supporting exhibits; invite interim questions Plan for meeting process 	<ul style="list-style-type: none"> Receive notice of annual meeting & supporting exhibits 30 days in advance of the meeting As desired, submit advance questions to council

Sample Annual Performance Planning and Review Process Agenda

Time Period	Actions
January-February (or Months 1-2)	<ul style="list-style-type: none"> • Review the annual congregation meeting and any goals or emphases that were established for the coming year. • Review the investment of time of staff for the past year and determine what adjustments are necessary in light of new goals or emphases for the coming year. • Prepare an article for your newsletter communicating specific duties outlined in the definition form. Be sure to report any shifts in emphases of staff time.
March-April (or Months 3-4)	<ul style="list-style-type: none"> • Plan vacation coverage for staff. • Plan a recognition dinner for staff. Note any anniversaries of call, birthdays, etc.
May-August (or Months 5-8)	<ul style="list-style-type: none"> • Give template talk to the congregation about the work of the Mutual Ministry Committee. • Have staff prepare an article for the newsletter related to the joys and stresses of ministry.
September-October (or Months 9-10)	<ul style="list-style-type: none"> • Set aside two meetings for the annual review. Use this time to go over the details in the Definition of Compensation, Benefits and Responsibilities. • Formulate recommendations that will be forwarded to the Congregation Council or appropriate committee in time for inclusion in the next year's budget. • Conduct an event to note National Clergy Appreciation Day (traditionally observed in October).
November-December (or Months 11-12)	<ul style="list-style-type: none"> • Complete plan for continuing education using "Reflections and Directions for Continuing Education." • Review the congregation's goals, the goals of staff, and the work of the committee during the past year. • Prepare a report for the annual congregation meeting.

Reference: "Mutual Ministry Committee: A Vision for Building Up the Body of Christ" by The Rev. George E. Keck, 1994.

Congregation Goals and Performance Review Worksheet

This worksheet can facilitate discussion about the past year. List the goals established for the congregation on the worksheet (a-e). Review the progress made toward each specific, quantifiable, measurable goal. Once all goals have been discussed, the group can assign an average rating and note ideas for next year.

Evaluation Scale

4. Excellent 3. Good 2. Satisfactory 1. Needs Improvement

Congregation Goals

Progress

a) _____	4 – 3 – 2 – 1
Comments: _____	

b) _____	4 – 3 – 2 – 1
Comments: _____	

c) _____	4 – 3 – 2 – 1
Comments: _____	

d) _____	4 – 3 – 2 – 1
Comments: _____	

e) _____	4 – 3 – 2 – 1
Comments: _____	

Add all ratings to get

Total Points _____

Divide by the number of goals to get the average rating

Average Rating _____

(The extent to which a pastor affects the achievement of congregational goals may affect the evaluation decisions recorded on the Leadership Goals and Performance Review Worksheet.)

Ideas for next year's goals: _____

Rostered Leader's Goals and Performance Review Worksheet

This worksheet is intended to facilitate discussion about the leadership goals of the pastor. List the goals established by the pastor on the worksheet (a-e). Review the progress made toward each goal. Once all specific, quantifiable, and measurable goals have been discussed, the group can assign an average rating and note ideas for next year.

Evaluation Scale

4. Excellent 3. Good 2. Satisfactory 1. Needs Improvement

Rostered Leader's Goals	Progress
a) _____ Comments: _____ _____	4 – 3 – 2 – 1
b) _____ Comments: _____ _____	4 – 3 – 2 – 1
c) _____ Comments: _____ _____	4 – 3 – 2 – 1
d) _____ Comments: _____ _____	4 – 3 – 2 – 1
e) _____ Comments: _____ _____	4 – 3 – 2 – 1

Add all ratings to get Total Points _____

Divide by the number of goals to get the average rating Average Rating _____

Consult Performance Review Instructions to determine
Performance-based Compensation Percent Increase _____ %

Compensation Computation

1. Base Salary for the past year (including cash housing allowance) \$ _____
 2. Percent of Increase _____ %
 3. Base Salary for next year (carry over to "Definition") \$ _____
- Ideas for next year's goals: _____

