

Church Effectiveness Nuggets: Volume 15

How to Obtain Accurate Feedback on Ministry-Role Performance

Why are we gifting you this volume? Because the mission statement of our primary publication—*The Parish Paper: New Ideas for Active Congregations*—is to help the largest possible number of congregations achieve maximum effectiveness in their various ministries. *The Parish Paper* is a monthly newsletter whose subscribers receive copyright permission to distribute to their constituents—more than two million readers in 28 denominations. Go to www.TheParishPaper.com for subscription information.

Purpose of this Volume: Provides in-depth answers to questions that readers of *The Parish Paper* ask regarding principles and procedures that help clergy and church staff to obtain honest, accurate, caring feedback that (1) helps them to grow professionally and personally, (2) strengthens their ability to serve and lead congregations in achieving God’s purposes in mission and ministry, and (3) increases their sense of satisfaction and fulfillment.

Procedure: The Personnel Committee (called the Staff-Parish Relations Committee in some congregations) leads the process in concert with the senior pastor and/or other staff.

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Ministry-Role Feedback Process—Instructions & Overview

1. Honest, accurate, caring feedback benefits clergy, church staff, and congregations.
 - Feedback helps clergy and church staff to grow professionally and personally.
 - Feedback strengthens clergy and church staff ability to serve and lead congregations in achieving God’s purpose in mission and ministry.
 - Feedback helps clergy and church staff to achieve maximum satisfaction and fulfillment from their ministries.
2. The most effective clergy and church staff are lifelong learners who make everything into a learning experience.
3. Despite the presence of a personnel committee, clergy and church staff serve in feedback-poor environments:
 - Feedback from 5 percent of church members, while it may contain some accuracy, comes across in such a critical and sometimes downright hostile manner that clergy and staff members often discount its accuracy.
 - Feedback from 10 percent of church members omits many accurate and helpful observations in favor of “accentuating the positive” and hoping negative behaviors will improve.
 - Feedback from 85 percent of church members is either nonexistent or ambiguous, as people remark to one another, “I just don’t feel like it is my place to say anything.”
4. Research by many denominations and organizations has spotlighted the professional skills and personality traits that are effective in and appreciated by congregations, plus the reasons why clergy/staff are fired or asked to relocate.
5. Significant levels of emotional pain in the relationships between many pastors/staff and congregations demonstrate that possessing knowledge of that research data does not always produce sufficient personal and professional growth to provide satisfaction and meaning in ministry roles.
6. Application of the Ministry-Role Feedback Process allows clergy and staff to gain accurate perceptions regarding how people view their behaviors and the impact of those behaviors on the congregation’s lay leaders, members, and other staff.
7. Survey opinions gathered about clergy/staff behavior include three ministry components:
 - Skill: proficiency at performing the ministry tasks for which the clergy/staff is responsible
 - Knowledge: familiarity with information needed to perform the ministry tasks for which the clergy or staff member is responsible
 - Style: pattern of characteristic ways of responding to clergy/staff environment (examples: honesty, caring, cooperative spirit, self-confidence, energy level, emotional stability)

8. The content of the surveys in this material was developed from data in these four sources:

- *Pastoral Leadership: Admired Values and Essential Skills Identified by United Methodist Laity*, prepared by The Office of Research, General Council on Ministries, The United Methodist Church, C. David Lundquist, general secretary (Dayton, Ohio, 1993), p. XII
- Research by Speed B. Leas of The Alban Institute, Bethesda, Maryland, in churches of several denominations, to uncover the causes of involuntary termination among clergy, reported in an Alban Institute booklet addressing that subject
- “A Seven-Person Feedback System” by Herb Miller, *Leadership Is The Key*, (Nashville: Abingdon Press, 1997), pp. 145-150, a process used by countless clergy and congregations of many denominations
- Comparison of congregational governing board questionnaire results with the emotional atmosphere and mission/ministry effectiveness in Herb Miller’s more than 700 consultations in congregations of every size in twenty-five denominations during the past thirty years

9. The overall effectiveness of a Ministry-Role Feedback Process increases when these factors are present:

A. The purpose is clearly stated as “*a process that helps clergy/staff to grow professionally and personally, thereby strengthening their ability to serve and lead the congregation in achieving God’s purposes in mission and ministry.*”

B. Clergy, staff, and lay leadership receive clear communication about the feedback initiative’s purpose, its value to each clergy and staff member, its value to the congregation’s overall mission and ministry effectiveness, and the totally confidential manner in which information is used.

C. The personnel committee chairperson meets with clergy/staff, as a group, to explain its benefits and procedures and gain their support. *Another option:* In some instances and in denominations where it seems appropriate (The United Methodist Church is one example), the personnel committee (called the Staff-Parish Relations Committee in United Methodist congregations), and/or the senior pastor invites the District Superintendent to conduct the Ministry Role Feedback Process.

Purpose of this group meeting with clergy/staff:

- (1) Distribute copies of this “Instructions and Overview” document, discuss the procedures, and answer questions.
- (2) Assure clergy/staff of the confidential nature and uses of the survey information.
- (3) Ensure that clergy/staff see the behaviors measured as important and relevant to their professional and personal development.
- (4) Ask each clergy/staff to complete a survey (on self), which provides for a comparison with the tabulated perceptions of governing board and other church leaders who complete surveys at the meeting described below.

D. The personnel committee chairperson schedules time at the beginning of a regular governing board meeting and mails the following invitation letter:

Church Letterhead Stationary

Date: _____

To: The Following Leaders of First Church, Anywhere, State
All Governing Board Members
All Chairperson of Committees and Ministries
All Personnel Committee Members

From: _____, Personal Committee Chairperson

Regarding: **Invitation/Request for Your Attendance,**
7:00 p.m. to 8:00 p.m., Day of Week _____, Date _____
First Church Fellowship Hall

As part of our Ministry-Role Feedback Process, we are asking you to provide your opinion in a totally anonymous way—with pencil and survey forms we will distribute that evening. (This is the *only* time and date that these forms are available for completion; the process does not permit distribution to individuals at times other than during this meeting.)

The purpose of gathering opinions during a Ministry-Role Feedback Process:
Provide information that helps clergy/staff to grow professionally and personally, thereby strengthening their ability to serve and lead the congregation in achieving God's purposes in mission and ministry.

Clergy and church staff serve in feedback-poor environments:

- Feedback from 5 percent of church members, while it may contain some accuracy, comes across in such a critical and sometimes downright hostile manner that clergy and staff members often discount its accuracy.
- Feedback from 10 percent of church members omits many accurate and helpful observations in favor of “accentuating the positive” and hoping negative behaviors will improve.
- Feedback from 85 percent of church members is either nonexistent or ambiguous, as people remark to one another, “I just don’t feel like it is my place to say anything.”

With the Ministry-Role Feedback Process, clergy and staff can obtain—in a non-threatening way—perceptions about their ministry role behaviors and the impact of those behaviors on a congregation’s lay leaders, members, and other staff.

The survey feedback we are asking you to provide is shared *only* with each individual clergy/staff member in confidential conversations with the personnel committee. The feedback is not reported to any other members or groups.

10. To achieve the best possible outcomes and prevent the process from doing damage to the clergy/staff member or the congregation, ask the personnel committee chairperson to follow these instructions “to the letter.”

A. *This process is not a theoretical construct.* The procedures were perfected through on-site use with several congregations (tested, rewritten, retested, and rewritten). The survey forms accurately measure what they need to measure for each staff member—plus, the process provides a positive feedback system by which that objective information can help each staff member to achieve his/her personal and professional goals.

B. *Do not send any (not even one) survey out in the mail or distribute them individually in any manner.* Use surveys only during the meeting described in the invitation letter above. *Warning:* Personnel surveys often do immense damage when they circulate among members in informal ways, instead of being administered in a controlled setting.

C. *Do not, under any circumstances, distribute or mail this survey to the entire congregation.* That inevitably results in a couple of people telephoning each other or others in the congregation. Such behavior encourages a small cluster of negative personalities to subvert a positive system into a negative head-hunting safari. Giving the survey to the entire congregation also creates enormous data distortion, because many people do not know a clergy/staff member well enough to possess complete and accurate information. Then, too, giving these surveys to the whole congregation creates among several members the inaccurate idea that “something must be wrong in the church.” Distributing surveys to the entire congregation can also create pockets of destructive conflict between church members who like a clergy/staff member and those who do not like him or her.

D. Background rationale for who is invited and *not* invited to complete surveys:

(1) *Why are only the members of the governing board, committees/ministries chairpersons, and the personnel committee asked to complete surveys?* This process obtains feedback from the “end customer” of each staff member’s role: the congregation—through its elected and appointed representatives. Field testing has demonstrated that any other approach damages the congregation’s morale and emotional health.

(2) *Why are staff members not asked to complete surveys on the senior pastor?* The senior pastor works for the congregation—through its elected and appointed representatives. In healthy congregations, the personnel committee holds the senior pastor accountable for his/her performance. The senior pastor does NOT work for the staff. If any staff members have problems with the senior pastor, the congregation’s elected and appointed representatives inevitably know that and reflect that information on the surveys they complete regarding the senior pastor. Count on this: any leadership flaws in the senior pastor *always* surface in this process; this allows the personnel committee, in its feedback session with the senior pastor, to discuss those matters in appropriate ways.

(3) *Why are choir members not asked to complete surveys on the choir director?* The choir director works for the congregation—through its elected and appointed representatives. If the choir has problems with the choir director, the congregation’s representatives inevitably know that and reflect that information on

the form they complete regarding the choir director. Some of the unhealthiest congregations are those in which the choir director thinks she or he works for the choir, not the personnel committee and the congregation's chief of staff, the senior pastor. Any inference that the choir director works for the choir via surveys completed by the choir members (a) creates too narrow an evaluation and (b) distorts the data regarding the choir director.

E. At the meeting in which the surveys are completed (described in the invitation letter above), the personnel committee chairperson reads the following oral presentation *before* distributing the survey sheets.

“Thank you for assisting your congregation, clergy, and staff with this feedback process.

“Most pastors and staff members have a high interest in self-improvement in their work and personal lives. Their calling drives them to desire continual education regarding the ways others perceive them professionally and personally. Feedback from church members and leaders is essential to that process.

“The survey we are inviting you to complete is not a test. Rather, it is an inventory of behaviors, attitudes, and skills that are usually part of a clergyperson's or church staff member's life. Your role is to help the person by completing the blanks in as honest a manner as you can. Do not be fearful of coming across as too critical. Valuable feedback processes are built on honesty. Only in this way can the person determine the points at which he or she needs to explore ways to strengthen a particular area of leadership.

“Socrates said, ‘Know thyself.’ That is never totally possible when we work alone. Each of us sees only a portion of who he or she is. In working together with other caring persons, however, a larger picture emerges—one that can make us more effective servants of Christ and his church.

“Before I distribute the surveys, let me remind you that none of the surveys may leave the room; no one is permitted to take the survey home and return it later. After you complete your survey, please hand it to me and leave the room quietly so as not to distract others who are still completing their surveys.”

F. After the oral presentation, distribute a survey to each person in the room.

- (1) Ask people to follow along as you read the written instructions aloud.
- (2) Ask for clarification questions.
- (3) Ask people to complete the surveys.
- (4) Remain in the room, in case someone wants to raise a question.

11. The personnel committee chairperson keeps all of the completed surveys in his or her possession. In the left margin of the survey that each clergy/staff completed on “self,” tabulate the checked blank totals from the group surveys. On a separate, clean survey, summarize the written opinions on the survey sheets in a way that maintains total anonymity regarding the source of all feedback comments.

12. The personnel committee chairperson schedules a personnel committee meeting or meetings (if more than one clergy/staff member is receiving feedback) with each individual clergy/staff member (one clergy/staff per meeting to maintain confidentiality).

The exception to that rule: by virtue of his/her role, the senior pastor is a member of the personnel committee. Thus, the senior pastor is present in every personnel committee meeting, including these meetings with each individual staff member. *His/her presence is crucial!* Without his/her presence, destructive triangulation tends to occur! *Do not use this material unless the senior pastor is present in these personnel committee feedback meetings with the other staff members.*

Then, too, the senior pastor is chief of staff. In healthy congregations, the personnel committee holds the senior pastor accountable for each staff member's performance. In healthy staff configurations, the senior pastor gives ongoing feedback in a coaching relationship with each individual staff member. The most positive way to develop and maintain that coaching relationship is through a quarterly coaching conference with each individual staff member. (See the model in *Church Effectiveness Nuggets: Volume 21, How to Maximize Personnel Committee Effectiveness* (download free at the www.TheParishPaper.com Web site).

No other staff member is present in the personnel committee's feedback meeting with the senior pastor.

A. Hand each personnel committee member a copy of the collated/summarized survey.

- Review the feedback one item at a time. At some points, the clergy or staff person may want to say what she or he feels this item means. *Warning: Do not* hand the collated/summarized feedback survey to the pastor or staff member without holding a group meeting. *Do not* ask one personnel committee member to communicate the survey results to the pastor or staff member. Clergy/staff need the opportunity to discuss with the personnel committee items on which they want clarification. Important insights often happen during the discussions.
- Counsel clergy/staff in developing the appropriate next steps, based on what the clergy or staff member has learned from the feedback.

B. Advice to clergy/staff members as they receive the collated/summarized feedback information:

- You may not agree with some of the totals or comments. But in public life perception is reality. Even if you feel that some perceptions people have of your behavior are inaccurate, deal with them as if they were accurate. Otherwise, those perceptions eventually deal with you in far less pleasant ways.
- On feedback items where you have difficulty understanding the "why" behind a tabulated score, ask personnel committee members to illustrate how your behavior comes across to them at this point.
- When people share, firmly close your mouth. Listen carefully. Ask questions for clarification. Avoid defensive statements and excuses. Your willingness to listen increases peoples' respect and produces insights that you cannot obtain in any other manner.
- In some cases, as the meeting concludes, you may want to share with the personnel committee possibilities for continuing education that you plan to pursue, or would like to pursue, as a step toward improving your skills.

C. The personnel committee provides ongoing support and follow-up with individual clergy and staff members.

Ministry-Role Feedback—Senior Pastor

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Please do not sign your name. Do not discuss the survey with anyone else in the room.

Purpose: Honest, accurate, caring feedback benefits clergy by (a) helping them to grow professionally and personally, (b) strengthening their ability to serve and lead congregations in achieving God’s purposes in mission and ministry, and (c) increasing their sense of satisfaction and fulfillment.

Please indicate your opinion in one of four ways:

- Place a check mark in the blank if the word or phrase seems true of this pastor.
- Make *no mark of any kind* if the word or phrase does *not* seem accurate for this pastor.
- Write NA in the blank if this word or phrase is not applicable to the ministry role of this pastor.
- Write “?” in the blank if you lack sufficient information to have an opinion.

Use **only one** of the four designations listed above. Write comments only in the sections where they are requested.

All data and comments are completely anonymous. The personnel committee chairperson will blend your written comments into a composite with the comments of everyone else. That summary eliminates tell-tale conversational phrases that could identify their source.

1. Preaching (check *all* items that seem true; leave blank all items that seem untrue):

- clear
- convincing
- adequate in content
- well organized
- timely
- spiritually uplifting
- biblically based

What I remember about the sermons:

- central theme
- major points
- illustrations
- biblical references

The sermons evoke this emotion in me:

- joy
- guilt
- thankfulness
- indifference
- hope
- irritation
- anger
- love
- motivation

The sermons come across to me as:

- a logical presentation
- a conversation
- a passionate appeal
- a story
- a gloomy assessment of reality
- a spiritual pep talk
- a judgmental harangue

The sermon length:

- too long
- too short
- about right

The sermons help me:

- never
- sometimes
- often
- always

The sermons would be more helpful if . . . :

Worship Leadership Effectiveness:

- overall worship leadership style
- pastoral prayers
- children's sermons
- weddings
- funerals

His or her worship leadership would be more helpful if . . . :

2. Pastoral Care (check *all* items that seem true; leave blank all items that seem untrue):

- effective in expressing concern for those who are grieving
- communicates caring support of people who are experiencing stress
- easy to talk with
- available when needed
- trustworthy with confidential matters
- effective in counseling
- effective in hospital visiting
- effective in visiting the sick
- effective in visiting the homebound
- effective in visiting the elderly
- effective in visiting members' homes
- effective in visiting inactive members

Pastoral care would be more helpful if . . . :

3. Organizational management/administration (check *all* items that seem true; leave blank all items that seem untrue):

- organizes people well
- prudent steward of the church's financial resources
- oversees financial matters in appropriate ways
- dominates and over-controls financial matters
- supervises the care of church property in appropriate ways
- provides effective public relations/press releases
- good instincts about what and when to communicate with church leaders
- returns telephone calls promptly and dependably
- supervises paid staff effectively
- supervises volunteer staff effectively
- good administrator of the congregation's programs
- aloof and detached from the congregation's programs
- recruits, trains, and involves others in various ministries
- gives a sense of direction without dominating
- delegates satisfactorily
- trains leaders in financial stewardship methods
- trains leaders and members in evangelism skills
- gives personal time to evangelism
- promotes long-range planning
- encourages people toward continuing education in ministry skills

Organizational management and administration would be more helpful if . . . :

4. Teaching (check *all* items that seem true; leave blank all items that seem untrue):

- effective with children
- effective with youth
- effective with young adults
- effective with older adults
- effective with confirmation & children's membership classes
- effective with adult membership classes
- well informed about the Bible
- teaches and encourages personal prayer development
- encourages development of prayer groups
- encourages summer camp ministries
- encourages volunteers in the congregation's educational ministries
- encourages Vacation Bible School leaders and volunteers
- encourages youth ministry volunteers
- gives personal time to youth ministries

Teaching would be more helpful if . . . :

5. Social Responsibilities (check *all* items that seem true; leave blank all items that seem untrue):

- aware of current community news
- aware of current world news
- encourages cooperation with other community churches
- gives personal time to working with other community churches
- works well with civic organizations
- personally involved in one or more civic organizations
- advocates racial and ethnic pluralism in the church
- advocates full and equal women's leadership in the church
- encourages volunteers in prison ministries
- aware of community needs
- encourages volunteers in community service
- gives personal time to community service

6. Denominational Relationships (check *all* items that seem true; leave blank all items that seem untrue):

- encourages support of denominational mission and ministries
- personally involved in denominational mission and ministries
- generally supportive of denomination's basic beliefs
- attends denominational meetings

7. Character and Personal Qualities (check *all* items that seem true; leave blank all items that seem untrue):

- spouse is supportive of ministry role (if married)
- seems to handle family responsibilities appropriately
- family responsibilities interfere with ministry role
- home life seems healthy
- outside interests and/or hobbies seem to detract from ministry role
- part- or full-time employment elsewhere interferes with ministry role
- seems to have strong personal devotional life
- comes across as highly committed to Jesus Christ
- comes across as a caring person
- comes across as a cooperative, flexible person
- comes across as an honest person
- hard worker
- good motivator
- inspirational
- visionary
- exhibits personal enthusiasm
- promotes a spirit of “fun” and fellowship
- innovative
- supplies new ideas for ministries
- promotes all ministries equally (rather than over-focusing on one ministry)
- able to sense others’ feelings and dissatisfactions
- overreacts to others’ feelings and dissatisfactions
- expects excellence in self and others
- a perfectionist in irritating ways
- objective and accurate in assessing reality
- remembers to do the details
- expresses ideas clearly
- willing to listen
- accepts criticism gracefully
- effectively encourages church members to resolve conflicts
- effectively resolves personal conflicts with members
- effective time manager
- high energy level
- conveys an attitude of optimism & hopefulness
- neat in personal grooming
- dresses appropriately for various occasions
- joyful in demeanor
- depressed in demeanor
- good sense of humor
- praises people appropriately
- blames people inappropriately
- seems comfortable with expressing opinions in a forthright manner
- overbearing in expressing opinions
- forgiving spirit

- ___ judgmental, overly-critical nature
- ___ comes across as humble
- ___ comes across as overly prideful of some personal achievements
- ___ comes across as arrogant
- ___ affirms and supports other staff members
- ___ affirms and supports committee chairpersons & ministry team leaders
- ___ warm and approachable
- ___ cold and aloof
- ___ tactful and diplomatic
- ___ comfortable in social conversations
- ___ comes across as a person of spiritual depth
- ___ comes across as mentally healthy
- ___ seems to use alcohol excessively
- ___ uses tobacco
- ___ stays calm when relating to conflict situations among other people
- ___ stays calm under time-pressure stresses
- ___ has good posture
- ___ has positive facial expressions
- ___ has high moral and ethical character
- ___ uses inappropriate and offensive humor (dirty and/or “suggestive” jokes)
- ___ comes across as sexist toward the opposite gender
- ___ sometimes uses demeaning language with subordinates, colleagues, members
- ___ speaks and writes with proper language usage
- ___ exhibits faith in God’s power and providence
- ___ exhibits a positive attitude toward unexpected challenges
- ___ comes across as an argumentative person
- ___ comes across as stubborn
- ___ comes across as a person who creates divisions among people
- ___ comes across as a person who helps overcome differences of opinion
- ___ takes timely action on promises such as, “I’ll take care of that next week”
- ___ projects caring respect for others, even when disagreeing with them
- ___ requires more emotional support, approval, and affirmation than most people
- ___ treats differences of opinion as a personal threat
- ___ denies personal responsibility for creating conflict
- ___ personal values match those of this congregation
- ___ social action convictions match those of this congregation
- ___ lifestyle standards match those of this congregation
- ___ theological beliefs match those of this congregation
- ___ oral statements of belief seem to match his or her behaviors
- ___ seems to like and respect the leaders and members
- ___ seems to enjoy living in this community
- ___ carries out the agreed upon duties of his or her ministry role
- ___ does *not* carry out the agreed upon duties of his or her ministry role
- ___ behavior and statements of spouse seem appropriate to members of the congregation (if married)
- ___ disapproval of this pastor by a powerful minority of vocal leaders

8. What this person does that is most effective:

9. What this person can do to be more effective:

10. If you could change *only one thing* about this person, it would be:

11. Why do you say that?

12. Characteristics of this congregation (check *all* items that seem true; leave blank items that seem untrue):

- high number of employment terminations of pastors in past years
- tends to chew up clergy with criticism
- history of short pastorates
- history of unwillingness to identify and deal with problems at an early stage
- frustration in the congregation after successfully completing a major project (such as a new building or renovation project)
- sense of depression in the congregation concerning factors that members feel are beyond their control

This congregation is (check *only one* item):

- Very friendly
- Friendly
- Polite but distant
- Cool and unresponsive
- Cold and aloof

This congregation is (check *only one* item):

- Energetic and open to new ideas
- Flexible on some issues, too rigid on others
- Slow moving and resistant to change
- Standing still
- Losing ground

This congregation's three greatest strengths are:

A. _____

B. _____

C. _____

Ministry-Role Feedback Process—Associate Pastor or Program Staff

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Please do not sign your name. Do not discuss the survey with anyone else in the room.

Purpose: Honest, accurate, caring feedback benefits clergy/staff by (a) helping them to grow professionally and personally, (b) strengthening their ability to serve and lead congregations in achieving God’s purposes in mission and ministry, and (c) increasing their sense of satisfaction and fulfillment.

Please indicate your opinion in one of four ways:

- Place a check mark in the blank if the word or phrase seems true of this clergy or staff member.
- Make *no mark of any kind* if the word or phrase does *not* seem accurate for this clergy or staff member.
- Write NA in the blank if this word or phrase is not applicable to the ministry role of this clergy or staff member.
- Write “?” in the blank if you lack sufficient information from what others say or from personal observation to have an opinion.

Use only one of the four designations listed above. Write comments *only* in the sections where they are requested.

All data and comments are completely anonymous. The personnel committee chairperson will blend your written comments into a composite with the comments of everyone else. That summary eliminates tell-tale conversational phrases that could identify their source.

1. Preaching (skip this section if it is not applicable to this person’s ministry role):

- ___ clear
- ___ convincing
- ___ adequate in content
- ___ well organized
- ___ timely
- ___ spiritually uplifting
- ___ biblically based

What I remember about the sermons:

- ___ central theme
- ___ major points
- ___ illustrations
- ___ biblical references

The sermons evoke this emotion in me:

- joy
- guilt
- thankfulness
- indifference
- hope
- irritation
- anger
- love
- motivation

The sermons come across to me as:

- a logical presentation
- a conversation
- a passionate appeal
- a story
- a gloomy assessment of reality
- a spiritual pep talk
- a judgmental harangue

The sermon length:

- too long
- too short
- about right

The sermons help me:

- never
- sometimes
- often
- always

The sermons would be more helpful if....:

Worship Leadership Effectiveness:

- overall worship leadership style
- pastoral prayers
- children's sermons
- weddings
- funerals

His or her worship leadership would be more helpful if . . . :

2. Pastoral Care (check *all* items that seem true; leave blank all items that seem untrue; some of these terms are applicable to *every* person's ministry role; write NA in the blanks *not* applicable to this person's ministry role):

- communicates caring support of people who are experiencing stress
- effective in expressing concern for those who are grieving
- easy to talk with
- available when needed
- trustworthy with confidential matters
- effective in counseling
- effective in hospital visiting
- effective in visiting the sick
- effective in visiting the homebound
- effective in visiting the elderly
- effective in visiting members' homes
- effective in visiting inactive members

Pastoral care would be more helpful if . . . :

3. Organizational management/administration (check *all* items that seem true; leave blank all items that seem untrue):

- organizes people well
- prudent steward of the church's financial resources
- oversees financial matters in appropriate ways
- dominates and over-controls financial matters
- supervises the care of church property in appropriate ways
- provides effective public relations/press releases
- good instincts about what and when to communicate with church leaders
- returns telephone calls promptly and dependably
- supervises paid staff effectively
- supervises volunteer staff effectively
- good administrator of the congregation's programs
- aloof and detached from the congregation's programs
- recruits, trains, and involves others in various ministries
- gives a sense of direction without dominating
- delegates satisfactorily
- trains leaders in financial stewardship methods
- trains leaders and members in evangelism skills
- gives personal time to evangelism
- promotes long-range planning
- encourages people toward continuing education in ministry skills

Organizational management and administration would be more helpful if . . . :

4. Teaching (check *all* items that seem true; leave blank all items that seem untrue; write NA in the blanks *not* applicable to this person's ministry role):

- effective with children
- effective with youth
- effective with young adults
- effective with older adults
- effective with confirmation & children's membership classes
- effective with adult membership classes
- well informed about the Bible
- teaches and encourages personal prayer development
- encourages development of prayer groups
- encourages summer camp ministries
- encourages volunteers in the congregation's educational ministries
- encourages Vacation Bible School leaders and volunteers
- encourages youth ministry volunteers
- gives personal time to youth ministries

Teaching would be more helpful if . . . :

5. Social Responsibilities (check *all* items that seem true; leave blank all items that seem untrue):

- aware of current community news
- aware of current world news
- encourages cooperation with other community churches
- gives personal time to working with other community churches
- works well with civic organizations
- personally involved in one or more civic organizations
- advocates racial and ethnic pluralism in the church
- advocates full and equal women's leadership in the church
- encourages volunteers in prison ministries
- aware of community needs
- encourages volunteers in community service
- gives personal time to community service

6. Denominational Relationships (check *all* items that seem true; leave blank all items that seem untrue):

- encourages support of denominational mission and ministries
- personally involved in denominational mission and ministries
- generally supportive of denomination's basic beliefs
- attends denominational meetings

7. Character and Personal Qualities (check *all* items that seem true; leave blank all items that seem untrue):

- spouse is supportive of ministry role (if married)
- seems to handle family responsibilities appropriately
- family responsibilities do not interfere with ministry role
- home life seems healthy
- outside interests and/or hobbies add positive balance to ministry role
- outside interests and/or hobbies seem to detract from ministry role
- if also employed elsewhere, it does not interfere with ministry role
- seems to have strong personal devotional life
- comes across as highly committed to Jesus Christ
- comes across as a caring person
- comes across as a cooperative, flexible person
- comes across as an honest person
- hard worker
- good motivator
- inspirational
- visionary
- exhibits personal enthusiasm
- promotes a spirit of “fun” and fellowship
- innovative
- supplies new ideas for ministries
- promotes all ministries equally (rather than riding a hobby horse)
- able to sense others’ feelings and dissatisfactions
- overreacts to others’ feelings and dissatisfactions
- expects excellence in self and others
- a perfectionist in irritating ways
- objective and accurate in assessing reality
- remembers to do the details
- expresses ideas clearly
- willing to listen
- accepts criticism gracefully
- effectively encourages church members to resolve conflicts
- effectively resolves personal conflicts with members
- effective time manager
- high energy level
- conveys an attitude of optimism & hopefulness
- neat in personal grooming
- dresses appropriately for various occasions
- joyful in demeanor
- depressed in demeanor
- good sense of humor
- praises people appropriately
- blames people inappropriately
- forthright in expressing opinions
- overbearing in expressing opinions

- ___ forgiving spirit
- ___ unforgiving spirit
- ___ judgmental nature
- ___ nonjudgmental nature
- ___ comes across as humble
- ___ comes across as overly prideful of some personal achievements
- ___ comes across as arrogant
- ___ affirms and supports the senior pastor
- ___ affirms and supports other staff members
- ___ affirms and supports committee chairpersons & ministry team leaders
- ___ warm and approachable
- ___ cold and aloof
- ___ tactful and diplomatic
- ___ lacks tact and diplomacy
- ___ comfortable in social conversations
- ___ comes across as a person of spiritual depth
- ___ comes across as mentally healthy
- ___ seems to use alcohol excessively
- ___ uses tobacco
- ___ handles stress well
- ___ has good posture
- ___ has positive facial expressions
- ___ has high moral and ethical character
- ___ uses inappropriate and offensive humor (dirty and/or “suggestive” jokes)
- ___ comes across as sexist toward the opposite gender
- ___ sometimes uses demeaning language with subordinates, colleagues, members
- ___ speaks and writes with proper language usage
- ___ exhibits faith in God’s power and providence
- ___ exhibits a positive attitude toward unexpected challenges
- ___ comes across as a contentious person
- ___ comes across as stubborn
- ___ comes across as a person who creates divisions among people
- ___ comes across as a person who helps overcome differences of opinion
- ___ takes timely action on promises such as, “I’ll take care of that next week”
- ___ projects caring respect for others when disagreeing with them
- ___ requires more emotional support, approval, and affirmation than most people
- ___ treats differences of opinion as a personal threat
- ___ denies personal responsibility for creating conflict
- ___ personal values match those of this congregation
- ___ personal values do *not* match those of this congregation
- ___ social action convictions do *not* match those of this congregation
- ___ lifestyle standards do *not* match those of this congregation (such as drinking and socializing habits)
- ___ lifestyle standards match those of this congregation
- ___ theological beliefs match those of this congregation (matters such as much more conservative or much more liberal)

- theological beliefs do *not* match those of this congregation
- oral statements of belief do *not* seem to match his or her behaviors
- seems to like and respect the leaders and members
- does *not* seem to like and respect the leaders and members
- seems to enjoy living in this community
- does *not* seem to enjoy living in this community
- carries out the agreed upon duties of his or her ministry role
- does *not* carry out the agreed upon duties of his or her ministry role
- behavior and statements of spouse seem appropriate to members of the congregation (if married)
- spouse says or does things that seem quite *inappropriate* to members of the congregation (if married)

8. What this person does that is most effective:

9. What this person can do to be more effective:

10. If you could change *only one thing* about this person, it would be:

11. Why do you say that?

Ministry-Role Feedback—Church Administrator

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Please do not sign your name. Do not discuss the survey with anyone else in the room.

Purpose: Honest, accurate, caring feedback benefits staff members by (a) helping them to grow professionally and personally, (b) strengthening their ability to serve and lead congregations in achieving God’s purposes in mission and ministry, and (c) increasing their sense of satisfaction and fulfillment.

Please indicate your opinion in one of four ways:

- Place a check mark in the blank if the word or phrase seems true of this church secretary.
- Make *no mark of any kind* if the word or phrase does *not* seem accurate for this church secretary.
- Write NA in the blank if this word or phrase is not applicable to the ministry role of this church secretary.
- Write “?” in the blank if you lack sufficient information to have an opinion.

Use **only one** of the four designations listed above. Write comments only in the sections where they are requested.

All data and comments are completely anonymous. The personnel committee chairperson will blend your written comments into a composite with the comments of from everyone else. That summary eliminates tell-tale conversational phrases that could identify their source.

1. Care and Concern (check all blanks that seem true; leave blank all items that seem untrue):

- communicates caring support with people who are experiencing stress
- effective in expressing concern for those who are grieving
- easy to talk with
- available when needed
- trustworthy with confidential matters

2. Organizational management/administration (check all blanks that seem true; leave blank all items that seem untrue):

- prudent steward of the church’s financial resources
- oversees financial matters in appropriate ways
- dominates and over-controls financial matters
- good instincts about what and when to communicate with church leaders
- returns telephone calls promptly and dependably
- trains and supervises paid staff effectively
- recruits, trains, and supervises volunteer staff effectively

3. Character and Personal Qualities (check *all* items that seem true; leave blank all items that seem untrue):

- spouse is supportive of ministry role (if married)
- family responsibilities interfere with ministry role
- outside interests and/or hobbies seem to detract from ministry role
- part- or full-time employment elsewhere interfere with ministry role
- comes across as highly committed to Jesus Christ
- comes across as a caring person
- comes across as a cooperative, flexible person
- comes across as an honest person
- hard worker
- exhibits personal enthusiasm
- promotes a spirit of “fun” and fellowship
- innovative
- promotes all ministries equally (rather than over-focusing on one ministry)
- able to sense others’ feelings and dissatisfactions
- overreacts to others’ feelings and dissatisfactions
- expects excellence in self and others
- a perfectionist in irritating ways
- objective and accurate in assessing reality
- remembers to do the details
- expresses ideas clearly
- willing to listen
- accepts criticism gracefully
- effectively encourages church members to resolve conflicts
- effectively resolves personal conflicts with members
- effective time manager
- high energy level
- conveys an attitude of optimism & hopefulness
- neat in personal grooming
- dresses appropriately for various occasions
- joyful in demeanor
- depressed in demeanor
- good sense of humor
- praises people appropriately
- blames people inappropriately
- seems comfortable with expressing opinions in a forthright manner
- overbearing in expressing opinions
- forgiving spirit
- judgmental, overly-critical nature
- comes across as humble
- comes across as overly prideful of some personal achievements
- comes across as arrogant
- affirms and supports the senior pastor
- affirms and supports other staff members
- affirms and supports committee chairpersons & ministry team leaders

- warm and approachable
- cold and aloof
- tactful and diplomatic
- comfortable in social conversations
- comes across as a person of spiritual depth
- comes across as mentally healthy
- seems to use alcohol excessively
- uses tobacco
- stays calm when relating to conflict situations among other people
- stays calm under time-pressure stresses
- has good posture
- has positive facial expressions
- has high moral and ethical character
- uses inappropriate and offensive humor (dirty and/or “suggestive” jokes)
- comes across as sexist toward the opposite gender
- sometimes uses demeaning language with subordinates, colleagues, members
- speaks and writes with proper language usage
- exhibits faith in God’s power and providence
- exhibits a positive attitude toward unexpected challenges
- comes across as an argumentative person
- comes across as stubborn
- comes across as a person who creates divisions among people
- comes across as a person who helps overcome differences of opinion
- takes timely action on promises such as, “I’ll take care of that next week”
- projects caring respect for others, even when disagreeing with them
- requires more emotional support, approval, and affirmation than most people
- treats differences of opinion as a personal threat
- denies personal responsibility for creating conflict
- personal values match those of this congregation
- social action convictions match those of this congregation
- lifestyle standards match those of this congregation
- theological beliefs match those of this congregation
- oral statements of belief seem to match his or her behaviors
- seems to like and respect the leaders and members
- seems to enjoy living in this community
- carries out the agreed upon duties of his or her ministry role
- behavior and statements of spouse seem appropriate to members of the congregation (if married)

4. What this person does that is most effective:

5. What this person can do to be more effective:

6. If you could change *only one thing* about this person, it would be:

7. Why do you say that?

Ministry-Role Feedback Process—Director of Children’s Ministries

© 2006 by Herb Miller

Please do not sign your name. Do not discuss the survey with anyone else in the room.

Purpose: Honest, accurate, caring feedback benefits church staff by (a) helping them to grow professionally and personally, (b) strengthening their ability to serve and lead congregations in achieving God’s purposes in mission and ministry, and (c) increasing their sense of satisfaction and fulfillment.

Please indicate your opinion in one of four ways:

- Place a check mark in the blank if the word or phrase seems true of this youth director.
- Make *no mark of any kind* if the word or phrase does *not* seem accurate for this youth director.
- Write NA in the blank if this word or phrase is not applicable to the ministry role of this youth director.
- Write “?” in the blank if you lack sufficient information to have an opinion.

Use **only one** of the four designations listed above. Write comments only in the sections where they are requested.

All data and comments are completely anonymous. The personnel committee chairperson will blend your written comments into a composite with those from everyone else. That summary eliminates tell-tale conversational phrases that could identify their source.

1. Care and Concern (check *all* items that seem true; leave blank all items that seem untrue):

- communicates caring support of people who are experiencing stress
- effective in expressing concern for those who are grieving
- easy to talk with
- available when needed
- trustworthy with confidential matters

2. Organizational management/administration (check *all* items that seem true; leave blank all items that seem untrue):

- organizes people well
- prudent steward of the church’s financial resources
- cares for church property in appropriate ways
- provides effective public relations/press releases
- good instincts about what and when to communicate with church leaders
- returns telephone calls promptly and dependably
- relates to paid staff effectively
- relates to volunteer staff effectively

- recruits, trains, and involves others in various ministries
- gives a sense of direction without dominating
- delegates satisfactorily
- encourages invitations to & evangelism outreach among nonmembers
- promotes long-range planning

3. Teaching (check *all* items that seem true; leave blank all items that seem untrue):

- effective with children
- well informed about the Bible
- teaches and encourages personal prayer development
- encourages summer camping ministries
- encourages children's ministry volunteers

4. Social Responsibilities (check *all* items that seem true; leave blank all items that seem untrue):

- aware of current community news
- aware of current world news
- encourages cooperation with other community churches
- advocates racial and ethnic pluralism in the church
- advocates full and equal women's leadership in the church

5. Denominational Relationships (check *all* items that seem true; leave blank all items that seem untrue):

- encourages support of denominational mission and ministries
- generally supportive of denomination's basic beliefs
- attends denominational meetings appropriate to his or her ministry role

6. Character and Personal Qualities (check *all* items that seem true):

- spouse is supportive of ministry role (if married)
- seems to handle family responsibilities appropriately
- family responsibilities interfere with ministry role
- home life seems healthy
- outside interests and/or hobbies seem to detract from ministry role
- part- or full-time employment elsewhere interferes with ministry role
- seems to have strong personal devotional life
- comes across as highly committed to Jesus Christ
- comes across as a caring person
- comes across as a cooperative, flexible person
- comes across as an honest person
- hard worker
- good motivator
- inspirational
- visionary
- exhibits personal enthusiasm
- promotes a spirit of "fun" and fellowship
- innovative

- ___ supplies new ideas for ministries
- ___ able to sense others' feelings and dissatisfactions
- ___ overreacts to others' feelings and dissatisfactions
- ___ expects excellence in self and others
- ___ a perfectionist in irritating ways
- ___ objective and accurate in assessing reality
- ___ remembers to do the details
- ___ expresses ideas clearly
- ___ willing to listen
- ___ accepts criticism gracefully
- ___ effectively encourages church members to resolve conflicts
- ___ effectively resolves personal conflicts with members
- ___ effective time manager
- ___ high energy level
- ___ conveys an attitude of optimism & hopefulness
- ___ neat in personal grooming
- ___ dresses appropriately for various occasions
- ___ joyful in demeanor
- ___ depressed in demeanor
- ___ good sense of humor
- ___ praises people appropriately
- ___ blames people inappropriately
- ___ seems comfortable with expressing opinions in a forthright manner
- ___ overbearing in expressing opinions
- ___ forgiving spirit
- ___ judgmental, overly-critical nature
- ___ comes across as humble
- ___ comes across as overly prideful of some personal achievements
- ___ comes across as arrogant
- ___ affirms and supports the senior pastor
- ___ affirms and supports other staff members
- ___ affirms and supports committee chairpersons & ministry team leaders
- ___ warm and approachable
- ___ cold and aloof
- ___ tactful and diplomatic
- ___ comfortable in social conversations
- ___ comes across as a person of spiritual depth
- ___ comes across as mentally healthy
- ___ seems to use alcohol excessively
- ___ uses tobacco
- ___ stays calm when relating to conflict situations among other people
- ___ stays calm under time-pressure stresses
- ___ has good posture
- ___ has positive facial expressions
- ___ has high moral and ethical character
- ___ uses inappropriate and offensive humor (dirty and/or "suggestive" jokes)

- comes across as sexist toward the opposite gender
- sometimes uses demeaning language with subordinates, colleagues, members
- speaks and writes with proper language usage
- exhibits faith in God's power and providence
- exhibits a positive attitude toward unexpected challenges
- comes across as an argumentative person
- comes across as stubborn
- comes across as a person who creates divisions among people
- comes across as a person who helps overcome differences of opinion
- takes timely action on promises such as, "I'll take care of that next week"
- projects caring respect for others, even when disagreeing with them
- requires more emotional support, approval, and affirmation than most people
- treats differences of opinion as a personal threat
- denies personal responsibility for creating conflict
- personal values match those of this congregation
- social action convictions match those of this congregation
- lifestyle standards match those of this congregation
- theological beliefs match those of this congregation
- oral statements of belief seem to match his or her behaviors
- seems to like and respect the leaders and members
- seems to enjoy living in this community
- carries out the agreed upon duties of his or her ministry role
- behavior and statements of spouse seem appropriate to members of the congregation (if married)

7. What this person does that is most effective:

8. What this person can do to be more effective:

9. If you could change *only one thing* about this person, it would be:

10. Why do you say that?

Ministry-Role Feedback Process—Youth Director

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Please do not sign your name. Do not discuss the survey with anyone else in the room.

Purpose: Honest, accurate, caring feedback benefits church staff by (a) helping them to grow professionally and personally, (b) strengthening their ability to serve and lead congregations in achieving God’s purposes in mission and ministry, and (c) increasing their sense of satisfaction and fulfillment.

Please indicate your opinion in one of four ways:

- Place a check mark in the blank if the word or phrase seems true of this youth director.
- Make *no mark of any kind* if the word or phrase does *not* seem accurate for this youth director.
- Write NA in the blank if this word or phrase is not applicable to the ministry role of this youth director.
- Write “?” in the blank if you lack sufficient information to have an opinion.

Use **only one** of the four designations listed above. Write comments only in the sections where they are requested.

All data and comments are completely anonymous. The personnel committee chairperson will blend your written comments into a composite with those from everyone else. That summary eliminates tell-tale conversational phrases that could identify their source.

1. Care and Concern (check *all* items that seem true; leave blank all items that seem untrue):

- ___ communicates caring support of people who are experiencing stress
- ___ effective in expressing concern for those who are grieving
- ___ easy to talk with
- ___ available when needed
- ___ trustworthy with confidential matters

2. Organizational management/administration (check *all* items that seem true; leave blank all items that seem untrue):

- ___ organizes people well
- ___ prudent steward of the church’s financial resources
- ___ cares for church property in appropriate ways
- ___ provides effective public relations/press releases
- ___ good instincts about what and when to communicate with church leaders
- ___ returns telephone calls promptly and dependably
- ___ relates to paid staff effectively
- ___ relates to volunteer staff effectively

- recruits, trains, and involves others in various ministries
- gives a sense of direction without dominating
- delegates satisfactorily
- gives personal time to youth evangelism
- promotes long-range planning

3. Teaching (check *all* items that seem true; leave blank all items that seem untrue):

- effective with children
- effective with youth
- well informed about the Bible
- teaches and encourages personal prayer development
- encourages summer camping ministries
- encourages youth ministry volunteers
- gives personal time to youth ministries

4. Social Responsibilities (check *all* items that seem true; leave blank all items that seem untrue):

- aware of current community news
- aware of current world news
- encourages cooperation with other community churches
- advocates racial and ethnic pluralism in the church
- advocates full and equal women's leadership in the church

5. Denominational Relationships (check *all* items that seem true; leave blank all items that seem untrue):

- encourages support of denominational mission and ministries
- generally supportive of denomination's basic beliefs
- attends denominational meetings appropriate to his or her ministry role

6. Character and Personal Qualities (check *all* items that seem true):

- spouse is supportive of ministry role (if married)
- seems to handle family responsibilities appropriately
- family responsibilities interfere with ministry role
- home life seems healthy
- outside interests and/or hobbies seem to detract from ministry role
- part- or full-time employment elsewhere interferes with ministry role
- seems to have strong personal devotional life
- comes across as highly committed to Jesus Christ
- comes across as a caring person
- comes across as a cooperative, flexible person
- comes across as an honest person
- hard worker
- good motivator
- inspirational
- visionary
- exhibits personal enthusiasm

- ___ promotes a spirit of “fun” and fellowship
- ___ innovative
- ___ supplies new ideas for ministries
- ___ able to sense others’ feelings and dissatisfactions
- ___ overreacts to others’ feelings and dissatisfactions
- ___ expects excellence in self and others
- ___ a perfectionist in irritating ways
- ___ objective and accurate in assessing reality
- ___ remembers to do the details
- ___ expresses ideas clearly
- ___ willing to listen
- ___ accepts criticism gracefully
- ___ effectively encourages church members to resolve conflicts
- ___ effectively resolves personal conflicts with members
- ___ effective time manager
- ___ high energy level
- ___ conveys an attitude of optimism & hopefulness
- ___ neat in personal grooming
- ___ dresses appropriately for various occasions
- ___ joyful in demeanor
- ___ depressed in demeanor
- ___ good sense of humor
- ___ praises people appropriately
- ___ blames people inappropriately
- ___ seems comfortable with expressing opinions in a forthright manner
- ___ overbearing in expressing opinions
- ___ forgiving spirit
- ___ judgmental, overly-critical nature
- ___ comes across as humble
- ___ comes across as overly prideful of some personal achievements
- ___ comes across as arrogant
- ___ affirms and supports the senior pastor
- ___ affirms and supports other staff members
- ___ affirms and supports committee chairpersons & ministry team leaders
- ___ warm and approachable
- ___ cold and aloof
- ___ tactful and diplomatic
- ___ comfortable in social conversations
- ___ comes across as a person of spiritual depth
- ___ comes across as mentally healthy
- ___ seems to use alcohol excessively
- ___ uses tobacco
- ___ stays calm when relating to conflict situations among other people
- ___ stays calm under time-pressure stresses
- ___ has good posture
- ___ has positive facial expressions

- has high moral and ethical character
- uses inappropriate and offensive humor (dirty and/or “suggestive” jokes)
- comes across as sexist toward the opposite gender
- sometimes uses demeaning language with subordinates, colleagues, members
- speaks and writes with proper language usage
- exhibits faith in God’s power and providence
- exhibits a positive attitude toward unexpected challenges
- comes across as an argumentative person
- comes across as stubborn
- comes across as a person who creates divisions among people
- comes across as a person who helps overcome differences of opinion
- takes timely action on promises such as, “I’ll take care of that next week”
- projects caring respect for others, even when disagreeing with them
- requires more emotional support, approval, and affirmation than most people
- treats differences of opinion as a personal threat
- denies personal responsibility for creating conflict
- personal values match those of this congregation
- social action convictions match those of this congregation
- lifestyle standards match those of this congregation
- theological beliefs match those of this congregation
- oral statements of belief seem to match his or her behaviors
- seems to like and respect the leaders and members
- seems to enjoy living in this community
- carries out the agreed upon duties of his or her ministry role
- behavior and statements of spouse seem appropriate to members of the congregation (if married)

7. What this person does that is most effective:

8. What this person can do to be more effective:

9. If you could change *only one thing* about this person, it would be:

10. Why do you say that?

Ministry-Role Feedback Process—Choir Director

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Please do not sign your name. Do not discuss the survey with anyone else in the room.

Purpose: Honest, accurate, caring feedback benefits staff members by (a) helping them to grow professionally and personally, (b) strengthening their ability to serve and lead congregations in achieving God’s purposes in mission and ministry, and (c) increasing their sense of satisfaction and fulfillment.

Please indicate your opinion in one of four ways:

- Place a check mark in the blank if the word or phrase seems true of this choir director.
- Make *no mark of any kind* if the word or phrase does *not* seem accurate for this choir director.
- Write NA in the blank if this word or phrase is not applicable to the ministry role of this choir director.
- Write “?” in the blank if you lack sufficient information to have an opinion.

Use only one of the four designations listed above. Write comments only in the sections where they are requested.

All data and comments are completely anonymous. The personnel committee chairperson will blend your written comments into a composite with the comments of from everyone else. That summary eliminates tell-tail conversational phrases that could identify their source.

1. Care and Concern (check *all* items that seem true; leave blank all items that seem untrue):

- ___ communicates caring support of people who are experiencing stress
- ___ effective in expressing concern for those who are grieving
- ___ easy to talk with
- ___ available when needed
- ___ trustworthy with confidential matters

2. Organizational management/administration (check *all* items that seem true; leave blank all items that seem untrue):

- ___ prudent stewards of the church’s financial resources
- ___ good instincts about what and when to communicate with church leaders
- ___ returns telephone calls promptly and dependably
- ___ recruits, trains, and involves others in various ministries
- ___ supervises volunteer staff effectively

3. Character and Personal Qualities (check *all* items that seem true; leave blank all items that seem untrue):

- spouse is supportive of ministry role (if married)
- family responsibilities interfere with ministry role
- outside interests and/or hobbies seem to detract from ministry role
- part- or full-time employment elsewhere interferes with ministry role
- comes across as highly committed to Jesus Christ
- comes across as a caring person
- comes across as a cooperative, flexible person
- comes across as an honest person
- hard worker
- exhibits personal enthusiasm
- promotes a spirit of “fun” and fellowship
- innovative
- promotes all ministries equally (rather than over-focusing on one ministry)
- able to sense others’ feelings and dissatisfactions
- overreacts to others’ feelings and dissatisfactions
- expects excellence in self and others
- a perfectionist in irritating ways
- objective and accurate in assessing reality
- remembers to do the details
- expresses ideas clearly
- willing to listen
- accepts criticism gracefully
- effectively encourages church members to resolve conflicts
- effectively resolves personal conflicts with members
- effective time manager
- high energy level
- conveys an attitude of optimism & hopefulness
- neat in personal grooming
- dresses appropriately for various occasions
- joyful in demeanor
- depressed in demeanor
- good sense of humor
- praises people appropriately
- blames people inappropriately
- seems comfortable with expressing opinions in a forthright manner
- overbearing in expressing opinions
- forgiving spirit
- judgmental, overly-critical nature
- comes across as humble
- comes across as overly prideful of some personal achievements
- comes across as arrogant
- affirms and supports the senior pastor
- affirms and supports other staff members
- affirms and supports committee chairpersons & ministry team leaders

- ___ warm and approachable
- ___ cold and aloof
- ___ tactful and diplomatic
- ___ comfortable in social conversations
- ___ comes across as a person of spiritual depth
- ___ comes across as mentally healthy
- ___ seems to use alcohol excessively
- ___ uses tobacco
- ___ stays calm when relating to conflict situations among other people
- ___ stays calm under time-pressure stresses
- ___ has good posture
- ___ has positive facial expressions
- ___ has high moral and ethical character
- ___ uses inappropriate and offensive humor (dirty and/or “suggestive” jokes)
- ___ comes across as sexist toward the opposite gender
- ___ sometimes uses demeaning language with subordinates, colleagues, members
- ___ speaks and writes with proper language usage
- ___ exhibits faith in God’s power and providence
- ___ exhibits a positive attitude toward unexpected challenges
- ___ comes across as an argumentative person
- ___ comes across as stubborn
- ___ comes across as a person who creates divisions among people
- ___ comes across as a person who helps overcome differences of opinion
- ___ takes timely action on promises such as, “I’ll take care of that next week”
- ___ projects caring respect for others, even when disagreeing with them
- ___ requires more emotional support, approval, and affirmation than most people
- ___ treats differences of opinion as a personal threat
- ___ denies personal responsibility for creating conflict
- ___ personal values match those of this congregation
- ___ social action convictions match those of this congregation
- ___ lifestyle standards match those of this congregation
- ___ theological beliefs match those of this congregation
- ___ oral statements of belief seem to match his or her behaviors
- ___ seems to like and respect the leaders and members
- ___ seems to enjoy living in this community
- ___ carries out the agreed upon duties of his or her ministry role
- ___ behavior and statements of spouse seem appropriate to members of the congregation (if married)

4. What this person does that is most effective:

5. What this person can do to be more effective:

6. If you could change *only one thing* about this person, it would be:

7. Why do you say that?

Ministry-Role Feedback—Church Secretary

© 2006 by Herb Miller

Please do not sign your name. Do not discuss the survey with anyone else in the room.

Purpose: Honest, accurate, caring feedback benefits staff members by (a) helping them to grow professionally and personally, (b) strengthening their ability to serve and lead congregations in achieving God’s purposes in mission and ministry, and (c) increasing their sense of satisfaction and fulfillment.

Please indicate your opinion in one of four ways:

- Place a check mark in the blank if the word or phrase seems true of this church secretary.
- Make *no mark of any kind* if the word or phrase does *not* seem accurate for this church secretary.
- Write NA in the blank if this word or phrase is not applicable to the ministry role of this church secretary.
- Write “?” in the blank if you lack sufficient information to have an opinion.

Use **only one** of the four designations listed above. Write comments only in the sections where they are requested.

All data and comments are completely anonymous. The personnel committee chairperson will blend your written comments into a composite with the comments of from everyone else. That summary eliminates tell-tale conversational phrases that could identify their source.

1. Care and Concern (check all blanks that seem true; leave blank all items that seem untrue):

- ___ communicates caring support with people who are experiencing stress
- ___ effective in expressing concern for those who are grieving
- ___ easy to talk with
- ___ available when needed
- ___ trustworthy with confidential matters

2. Organizational management/administration (check all blanks that seem true; leave blank all items that seem untrue):

- ___ prudent steward of the church’s financial resources
- ___ oversees financial matters in appropriate ways
- ___ dominates and over-controls financial matters
- ___ good instincts about what and when to communicate with church leaders
- ___ returns telephone calls promptly and dependably
- ___ recruits, trains, and supervises volunteer staff effectively

3. Character and Personal Qualities (check *all* items that seem true; leave blank all items that seem untrue):

- spouse is supportive of ministry role (if married)
- family responsibilities interfere with ministry role
- outside interests and/or hobbies seem to detract from ministry role
- part- or full-time employment elsewhere interfere with ministry role
- comes across as highly committed to Jesus Christ
- comes across as a caring person
- comes across as a cooperative, flexible person
- comes across as an honest person
- hard worker
- exhibits personal enthusiasm
- promotes a spirit of “fun” and fellowship
- innovative
- promotes all ministries equally (rather than over-focusing on one ministry)
- able to sense others’ feelings and dissatisfactions
- overreacts to others’ feelings and dissatisfactions
- expects excellence in self and others
- a perfectionist in irritating ways
- objective and accurate in assessing reality
- remembers to do the details
- expresses ideas clearly
- willing to listen
- accepts criticism gracefully
- effectively encourages church members to resolve conflicts
- effectively resolves personal conflicts with members
- effective time manager
- high energy level
- conveys an attitude of optimism & hopefulness
- neat in personal grooming
- dresses appropriately for various occasions
- joyful in demeanor
- depressed in demeanor
- good sense of humor
- praises people appropriately
- blames people inappropriately
- seems comfortable with expressing opinions in a forthright manner
- overbearing in expressing opinions
- forgiving spirit
- judgmental, overly-critical nature
- comes across as humble
- comes across as overly prideful of some personal achievements
- comes across as arrogant
- affirms and supports the senior pastor
- affirms and supports other staff members
- affirms and supports committee chairpersons & ministry team leaders

- warm and approachable
- cold and aloof
- tactful and diplomatic
- comfortable in social conversations
- comes across as a person of spiritual depth
- comes across as mentally healthy
- seems to use alcohol excessively
- uses tobacco
- stays calm when relating to conflict situations among other people
- stays calm under time-pressure stresses
- has good posture
- has positive facial expressions
- has high moral and ethical character
- uses inappropriate and offensive humor (dirty and/or “suggestive” jokes)
- comes across as sexist toward the opposite gender
- sometimes uses demeaning language with subordinates, colleagues, members
- speaks and writes with proper language usage
- exhibits faith in God’s power and providence
- exhibits a positive attitude toward unexpected challenges
- comes across as an argumentative person
- comes across as stubborn
- comes across as a person who creates divisions among people
- comes across as a person who helps overcome differences of opinion
- takes timely action on promises such as, “I’ll take care of that next week”
- projects caring respect for others, even when disagreeing with them
- requires more emotional support, approval, and affirmation than most people
- treats differences of opinion as a personal threat
- denies personal responsibility for creating conflict
- personal values match those of this congregation
- social action convictions match those of this congregation
- lifestyle standards match those of this congregation
- theological beliefs match those of this congregation
- oral statements of belief seem to match his or her behaviors
- seems to like and respect the leaders and members
- seems to enjoy living in this community
- carries out the agreed upon duties of his or her ministry role
- behavior and statements of spouse seem appropriate to members of the congregation (if married)

4. What this person does that is most effective:

5. What this person can do to be more effective:

6. If you could change *only one thing* about this person, it would be:

7. Why do you say that?

Ministry-Role Feedback—Parish Nurse

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Please do not sign your name. Do not discuss the survey with anyone else in the room.

Purpose: Honest, accurate, caring feedback benefits staff members by (a) helping them to grow professionally and personally, (b) strengthening their ability to serve and lead congregations in achieving God’s purposes in mission and ministry, and (c) increasing their sense of satisfaction and fulfillment.

Please indicate your opinion in one of four ways:

- Place a check mark in the blank if the word or phrase seems true of this church secretary.
- Make *no mark of any kind* if the word or phrase does *not* seem accurate for this church secretary.
- Write NA in the blank if this word or phrase is not applicable to the ministry role of this church secretary.
- Write “?” in the blank if you lack sufficient information to have an opinion.

Use **only one** of the four designations listed above. Write comments only in the sections where they are requested.

All data and comments are completely anonymous. The personnel committee chairperson will blend your written comments into a composite with the comments of from everyone else. That summary eliminates tell-tale conversational phrases that could identify their source.

1. Care and Concern (check all blanks that seem true; leave blank all items that seem untrue):

- ___ communicates caring support with people who are experiencing stress
- ___ effective in expressing concern for those who are grieving
- ___ easy to talk with
- ___ available when needed
- ___ trustworthy with confidential matters

2. Organizational management/administration (check all blanks that seem true; leave blank all items that seem untrue):

- ___ prudent steward of the church’s financial resources
- ___ oversees financial matters in appropriate ways
- ___ dominates and over-controls financial matters
- ___ good instincts about what and when to communicate with church leaders
- ___ returns telephone calls promptly and dependably
- ___ recruits, trains, and supervises volunteer staff effectively

3. Character and Personal Qualities (check *all* items that seem true; leave blank all items that seem untrue):

- spouse is supportive of ministry role (if married)
- family responsibilities interfere with ministry role
- outside interests and/or hobbies seem to detract from ministry role
- part- or full-time employment elsewhere interfere with ministry role
- comes across as highly committed to Jesus Christ
- comes across as a caring person
- comes across as a cooperative, flexible person
- comes across as an honest person
- hard worker
- exhibits personal enthusiasm
- promotes a spirit of “fun” and fellowship
- innovative
- promotes all ministries equally (rather than over-focusing on one ministry)
- able to sense others’ feelings and dissatisfactions
- overreacts to others’ feelings and dissatisfactions
- expects excellence in self and others
- a perfectionist in irritating ways
- objective and accurate in assessing reality
- remembers to do the details
- expresses ideas clearly
- willing to listen
- accepts criticism gracefully
- effectively encourages church members to resolve conflicts
- effectively resolves personal conflicts with members
- effective time manager
- high energy level
- conveys an attitude of optimism & hopefulness
- neat in personal grooming
- dresses appropriately for various occasions
- joyful in demeanor
- depressed in demeanor
- good sense of humor
- praises people appropriately
- blames people inappropriately
- seems comfortable with expressing opinions in a forthright manner
- overbearing in expressing opinions
- forgiving spirit
- judgmental, overly-critical nature
- comes across as humble
- comes across as overly prideful of some personal achievements
- comes across as arrogant
- affirms and supports the senior pastor
- affirms and supports other staff members
- affirms and supports committee chairpersons & ministry team leaders

- warm and approachable
- cold and aloof
- tactful and diplomatic
- comfortable in social conversations
- comes across as a person of spiritual depth
- comes across as mentally healthy
- seems to use alcohol excessively
- uses tobacco
- stays calm when relating to conflict situations among other people
- stays calm under time-pressure stresses
- has good posture
- has positive facial expressions
- has high moral and ethical character
- uses inappropriate and offensive humor (dirty and/or “suggestive” jokes)
- comes across as sexist toward the opposite gender
- sometimes uses demeaning language with subordinates, colleagues, members
- speaks and writes with proper language usage
- exhibits faith in God’s power and providence
- exhibits a positive attitude toward unexpected challenges
- comes across as an argumentative person
- comes across as stubborn
- comes across as a person who creates divisions among people
- comes across as a person who helps overcome differences of opinion
- takes timely action on promises such as, “I’ll take care of that next week”
- projects caring respect for others, even when disagreeing with them
- requires more emotional support, approval, and affirmation than most people
- treats differences of opinion as a personal threat
- denies personal responsibility for creating conflict
- personal values match those of this congregation
- social action convictions match those of this congregation
- lifestyle standards match those of this congregation
- theological beliefs match those of this congregation
- oral statements of belief seem to match his or her behaviors
- seems to like and respect the leaders and members
- seems to enjoy living in this community
- carries out the agreed upon duties of his or her ministry role
- behavior and statements of spouse seem appropriate to members of the congregation (if married)

4. What this person does that is most effective:

5. What this person can do to be more effective:

6. If you could change *only one thing* about this person, it would be:

7. Why do you say that?

Ministry-Role Feedback—Custodian/Facilities Caretaker

© 2004 by Herb Miller

Please do not sign your name. Do not discuss the survey with anyone else in the room.

Purpose: Honest, accurate, caring feedback benefits staff members by (a) helping them to grow professionally and personally, (b) strengthening their ability to serve and lead congregations in achieving God’s purposes in mission and ministry, and (c) increasing their sense of satisfaction and fulfillment.

Please indicate your opinion in one of four ways:

- Place a check mark in the blank if the word or phrase seems true of this custodian.
- Make *no mark of any kind* if the word or phrase does *not* seem accurate for this custodian.
- Write NA in the blank if this word or phrase is not applicable to the ministry role of this custodian.
- Write “?” in the blank if you lack sufficient information to have an opinion.

Use **only one** of the four designations listed above. Write comments only in the sections where they are requested.

All data and comments are completely anonymous. The personnel committee chairperson will blend your written comments into a composite with the comments of from everyone else. That summary eliminates tell-tale conversational phrases that could identify their source.

Check *all* items that seem true; leave blank all items that seem untrue:

- family responsibilities interfere with ministry role
- outside interests and/or hobbies seem to detract from ministry role
- part- or full-time employment elsewhere interfere with ministry role
- dependably present at agreed-upon times
- comes across as a cooperative, flexible person
- seems efficient and productive in use of time
- the narthex seems clean and tidy
- the sanctuary seems clean and tidy
- the fellowship hall seems clean and tidy
- the classrooms seem clean and tidy
- the wastebaskets are emptied regularly
- the kitchen seems clean and tidy
- the activities building seems clean and tidy
- the childcare rooms seem clean and tidy
- the nursery seems clean and tidy

- ___ the custodial supply room/closet seems clean and tidy
- ___ the outside walks are clean and safe throughout the year
- ___ shows initiative in addressing facility care and maintenance needs
- ___ courteous to members and other staff
- ___ overreacts to others' feelings and dissatisfactions
- ___ a perfectionist in irritating ways
- ___ remembers to do the details
- ___ willing to listen
- ___ accepts criticism gracefully
- ___ neat in personal grooming
- ___ dresses appropriately for various occasions
- ___ joyful in demeanor
- ___ depressed in demeanor
- ___ comes across as arrogant
- ___ cooperates with other staff members, lay leaders, and members
- ___ warm and approachable
- ___ cold and aloof
- ___ seems to use alcohol excessively
- ___ uses tobacco
- ___ stays calm under time-pressure stresses
- ___ uses inappropriate and offensive humor (dirty and/or "suggestive" jokes)
- ___ sometimes uses demeaning language with subordinates, colleagues, members
- ___ exhibits a positive attitude toward unexpected challenges
- ___ comes across as an argumentative, stubborn person
- ___ takes timely action on promises such as, "I'll take care of that next week."
- ___ seems to like and respect the lay leaders and members
- ___ seems to cooperate with the senior pastor and immediate supervisor
- ___ carries out the agreed-upon duties of his or her ministry role
- ___ recruits, involves, and coordinates volunteers in appropriate roles

1. What this person does that is most effective:

2. What this person can do to be more effective:

3. If you could change *only one thing* about this person, it would be:

4. Why do you say that?
