D1	LEADS WORSHIP	Strength	Satisfactory	Area for Growth	Weakness	Not Observed
1	Invokes a sense of the sacred through inclusive liturgy and holistic ritual.					
2	Selects elements that create a flow to the service relevant to the theme.					
3	Creates a worship service that demonstrates multicultural and multi- generational sensitivity.					
4	Collaborates with participants in designing the worship service.					
5	Ensures that aesthetics enhance the worship experience.					
6	Completes sermon preparation in an efficient manner (e.g. balances with other responsibilities.)					
7	Delivers sermon that is emotionally fulfilling, spiritually nurturing and intellectually stimulating.					
8	Inspires people with words and presence.					
9	Engages full range of delivery skills (e.g. body movement, facial expressions and voice.)					
10	Conveys ministerial authority and presence.					
11	Trains volunteers in the elements and leadership of worship.					
12	Ensures the application and continuity of the "freedom of the pulpit and pew" (e.g. responds constructively to those who challenge the tradition.)					

D2	OFFICIATES RITES OF PASSAGE	Strength	Satisfactory	Area for Growth	Weakness	Not Observed
1	Articulates UU theology and history relevant for life passages.					
2	Prepares people for rites of passage (e.g. does pre-marital counseling, involves participants in memorial services).					
3	Designs engaging and meaningful rites of passage.					
4	Discerns role in acting as an agent of the state.					
5	Designs rituals to welcome new members.					
6	Creates celebrations of milestones (e.g. building projects, neighborhood alliances, social justice project launches, etc.).					
7	Designs rituals to recognize and commission leaders and volunteers (military chaplains, Board members, significant volunteers).					

D3	PROVIDES PASTORAL CARE AND PRESENCE	Strength	Satisfactory	Area for Growth	Weakness	Not Observed
1	Provides pastoral visits (e.g. in hospital, hospice, home, prison, etc.).					
2	Provides pastoral counseling that facilitates healing (e.g. grief work, trauma, addictions, sexuality concerns, hospice, chaplaincy, etc.).					
3	Provides direct pastoral support to caregivers.					
4	Maintains a consistent pastoral presence (e.g. through written notes, coffee hour, meetings, email, public events, etc.).					
5	Addresses trauma in wider community through ritual, worship and communication networks.					
6	Demonstrates multicultural and multi-generational competency in direct pastoral care.					
7	Maintains professional boundary / presence when using various communication technologies (e.g. social media, email, Facebook, list serves).					
8	Holds self and others accountable to professional boundaries.					
9	Maintains ministerial role in the social life of the institution.					
10	Maintains a plan and accountability system to address sexual attractions.					
11	Manages lay pastoral care ministries (e.g. lay pastoral visitors, caring committees, grief groups, etc.).					
12	Utilizes community/ UU resources to support the pastoral needs in one's ministry setting (e.g. local law enforcement, emergency personnel, addictions groups, sexual health, community health and welfare, nursing, etc.)					

D4	ENCOURAGES SPIRITUAL DEVELOPMENT	Strength	Satisfactory	Area for Growth	Weakness	Not Observed
1	Integrates religious education into all aspects of ministry (e.g. preaches on faith formation, leads reflection following social justice effort).					
2	Directs religious education program for all ages.					
3	Leads events and services that promote multicultural and multi- generational community and learning.					
4	Integrates one's personal spiritual practice into one's ministry.					
5	Provides direct spiritual guidance to support individual faith journeys.					
6	Leads spiritual practice classes, retreats and pilgrimages.					
7	Provides individuals with the tools to deconstruct, reframe and reconstruct religious traditions and language from their past.					
8	Provides avenues for deepening Unitarian Universalist identity.					

D5	DUTY 5: WITNESSES TO SOCIAL JUSTICE IN THE PUBLIC SQUARE	Strength	Satisfactory	Area for Growth	Weakness	Not Observed
1	Inspires a prophetic response from the congregation or community to social justice issues (e.g. social service, public witness, advocacy).					
2	Leads congregation or community to join coalitions to act on social issues.					
3	Grounds the call to social justice work in Unitarian Universalist theologies.					
4	Develops a communication plan employing diverse media to maximize social justice impact.					
5	Connects social justice work to anti-oppressive, multi-cultural vision of the beloved community.					
6	Promotes public dialogue across religious and values-based differences.					

D6	LEADS ADMINISTRATION	Strength	Satisfactory	Area for Growth	Weakness	Not Observed
1	Focuses the institution's resources and programs to fulfill the mission.					
2	Guides the institution to implement its strategic plan.					
3	Implements policies and procedures in compliance with local, state and federal laws.					
4	Manages internal and external communications to enhance the mission of the institution.					
5	Promotes the values of Unitarian Universalism through technology and the media.					
6	Empowers professional and volunteer staff to work independently and collaboratively.					
7	Evaluates performance of professional and lay staff based upon agreed upon work goals.					
8	Ensures quality and continuity of programming in support of the mission.					
9	Provides opportunities for leadership development of board members, committee members and other lay leaders.					
10	Collaborates with governing board in implementing effective leadership of the institution.					
11	Mediates conflicts with political savvy.					
12	Applies counter oppressive lens to leadership of institution.					
13	Manages budgets, financial reports, and fiduciary responsibilities.					
14	Integrates a theology of stewardship into the life of the institution.					
15	Creates maintenance standards and building use policies (e.g. building use calendar, capital improvement budget item, etc.).					
16	Implements membership systems (e.g. welcoming, recruiting, maintaining statistics, integrating new members).					
17	Leads institution through a healthy transition process (e.g. retirement,					

D6	LEADS ADMINISTRATION	Strength	Satisfactory	Area for Growth	Weakness	Not Observed
	staff changes, illness or death).					
18	Leads interim processes, planning and/ or ministry.					

D7	PURSUES PERSONAL RENEWAL AND PROFESSIONAL DEVELOPMENT	Strength	Satisfactory	Area for Growth	Weakness	Not Observed
1	Makes time for family, friends and acquaintances.					
2	Maintains intimate or meaningful relationships (friendships, love relationships) outside of the ministry setting.					
3	Takes time off (e.g. vacations, study leave, Sabbath days, and sabbaticals).					
4	Meets as needed with therapist/ counselor/ spiritual director.					
5	Joins professional associations.					
6	Attends UUMA gatherings (e.g. General and District Assemblies).					
7	Maintains professional credentials and licenses.					
8	Eats a healthy diet.					
9	Visits doctors/ dentists regularly.					
10	Engages in regular exercise.					
11	Gets an adequate amount of sleep.					
12	Engages in recreational, cultural and social activities.					
13	Models spiritual, physical, sexual, and emotional health.					
14	Manages financial security.					
15	Ensures one's call is in alignment to the current ministry setting (e.g. knows when to seek new position).					
16	Integrates new knowledge and skills into ministry.					
17	Applies ongoing learning related to issues of privilege and power.					

D8	DUTY 8: SERVES THE LARGER UNITARIAN UNIVERSALIST FAITH	Strength	Satisfactory	Area for Growth	Weakness	Not Observed
1	Connects local congregation/ institution to regional, national, and international UU gatherings.					
2	Promotes UU ordained ministry in a visible way (e.g. mentoring new ministers, educating laity about their roles in ordaining and installing ministers).					
3	Establishes a culture of generosity and stewardship related to the larger faith.					
4	Lives out the collegial spirit expressed in the UUMA covenant.					
5	Leads collaborative staff teams in a spirit of shared ministry.					
6	Promotes the work of community clergy and their affiliation with the congregation.					
7	Follows UUMA process for addressing concerns when holding self and others accountable to professional standards (e.g. contact Good Officer).					
8	Leads seminars, classes, workshops.					

D9	LEADS THE FAITH INTO THE FUTURE	Strength	Satisfactory	Area for Growth	Weakness	Not Observed
1	Champions a vision of a multicultural, multi-generational and diverse Unitarian Universalism.					
2	Exhibits adaptive leadership abilities (e.g. Integrates learning, collaborates with groups outside UU, tolerates ambiguity).					
3	Provides leadership opportunities for youth and young adults.					
4	Expands the boundaries of Unitarian Universalist community through the use of evolving media technology (e.g. social media, virtual community, outreach missions, etc.).					
5	Cultivates culture and practices of radical hospitality.					
6	Promotes new ways of expressing Unitarian Universalism (e.g. house churches, revivals, cooperatives, second site, satellite congregations)					
7	Prioritizes recruitment of new ministers.					
8	Serves as a field education and/ or internship supervisor.					
9	Mentors seminarians and new colleagues to develop their potential and foster retention.					
10	Promotes Unitarian Universalist values					
11	through leadership in non-profit organizations and/ or interfaith alliances.					
12	Inspires the institution to connect with and mentor other UU institutions.					
13	Creates new revenue streams (e.g. new forms of membership, marketing of UU products).					