

360 DEGREE ASSESSMENT MODEL

ORIGIN AND CONTEXT

This model is a composite of ones used by a number of our congregations. It is based on a business model employed by many non-profit organizations. It has many variations and can be adapted to fit most any context.

This model utilizes key staff, institutional leaders and key stakeholders to paint a picture for the minister as to the impact that they are having on the system.

The model requests feedback from a variety of people, thus looking for patterns within multiple perspectives and perceptions. It employs the Committee on Ministry as organizers of the feedback process using four main sources of input.

1. The minister's self-assessment
2. Feedback from the members of the Committee on Ministry
3. 4-6 professional and lay leaders who work closely and collaboratively with the minister (these might include staff who report directly to the minister as well as those who work in parallel. It might also include chairs of committees that the minister works with closely.)
4. 4-6 stakeholders at large who represent identified demographics important to the congregation's mission and vision.

BENEFITS OF THE MODEL

- Reasonably comprehensive
- Relatively short time commitment for participants
- Feedback helps create annual objectives
- Minister's participation in creating the feedback form and identifying respondents helps establish transparency, personal investment and accountability.

CHALLENGES OF THE MODEL

- Model only examines the minister and not multiple facets of the congregation's ministry (professional and lay leaders)
- Current form lists general categories and assumes that there is broad agreement on objectives in these areas.

PROCESS

The professional and lay leaders are chosen because shared goals and common strategies require that they work closely with each other on specific objectives identified in the feedback form. Although the particular people might vary from year to year, the leadership positions who are asked to provide feedback would remain fairly consistent (Member of the Board, member of the program council, chair of worship group, etc.)

It is recommended that the stakeholders chosen come from an intentional process where target demographics are identified (new members, long term members, young people,

representatives of outside agencies - stakeholders in the larger community, etc.). 10-12 names can be generated by the Committee on Ministry who meet these demographics. For the sake of transparency, these names are shared with the minister before asking them to participate. Sharing the names accomplishes two things:

1. Avoids inadvertent and unwanted tenor of an adversarial process between the minister and the Committee on Ministry;
2. Gives the minister a chance to share any knowledge about the stakeholder which might lead to feedback that is due to projection or unresolved issues (the point is to get feedback that we can't predict – that will lead to new insights and growth – not to measure popularity).

All participants need to sign their form. There is no anonymous feedback. The Committee on Ministry uses the material to create a summary report. The minister is given access to the report and all the responses. Congregation at large is not given individual feedback forms. The Committee's report should be made available to the personnel committee as well as the board of trustees and should mention:

- Any observed pattern regarding strengths.
- Any observed pattern indicating an area needing attention.
- Point out where confusions might exist between a minister's perception of him or herself and the perceptions others have.
- Suggest some tools / resources / next steps to build on strengths and address areas of growth.

Overall, the feedback should be a resource to help the minister and the committee on ministry identify clear, attainable objectives for the upcoming year.

Everyone should be filling out the same feedback form. Ideally, it would include:

- the basic cornerstones of the congregation's mission
- specific areas of focus the minister has targeted (possibly coming out of prior sources of feedback)
- items from the minister's stated annual objectives
- specific objectives mutually identified by the board and the minister

Besides the areas of feedback included on the form below, some more specific examples of categories might be:

- Presents and clarifies the vision of the congregation
- Connects projects and decision making to the larger mission of the congregation
- Brings creativity and learning opportunities to conflict
- Explores and uses resources appropriately
- Aligns responsibility with accountability
- Educates, inspires, empowers leadership

NAME : _____

DATE : _____

Please return to:

BY:

CAPABILITIES	1. <i>a strong point</i> 2. <i>competent in this area</i> 3. <i>needs some improvement in this area</i> 4. <i>an area of notable weakness</i> 5. <i>cannot say (Not Applicable)</i> <i>If you give a 1, 3 or 4 rating, please comment or give an example.</i>	
	Rating	Comments
Major Job Responsibilities:		
Sunday Services		
Pastoral Care		
Adult Religious Education		
Supervision of paid staff		
Organizational/Leadership Development		
Other Characteristics:		
Initiative		
Decision Making		

Communication		
Community Building		
Breadth of Vision		