

# ***Pastor's Ministry Review***

**By**

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## **Chapter 6**

### ***Pastor's Ministry Review***

#### ***Introduction***

Welcome to the Pastor's Ministry Review (PMR). The PMR is a professional development tool for the growing church, and the growing pastor. Typically professional development tools focus on advancing the skill set of the professional, to the exclusion of his or her employer. But the PMR is designed to meet the professional development needs of the pastor, and the corresponding ministry needs of the church, at the same time. The PMR is able to do this because it undertakes an audit process of the pastor's activities, impact, and education, in the context of the church's real life ministry. There is currently no other professional development tool like it in the church growth industry.

#### ***Two Fundamental Assumptions***

The PMR is based on two fundamental assumptions. These assumptions are somewhat contrary to current thinking concerning the role and identity of the pastor. But because the current assumptions are just not working, the time has come to re-evaluate the current thinking. The new assumptions that inform the contents of the PMR are based on our new theory of the Synergistic Church. They are: First, the primary function of the pastor is not to lead the church, but to *equip* the church. Second, the pastor is not simply a highly trained theological technician, but is a *true professional* in every sense of the word. The functioning of the pastor as an equipper, and the identification of the pastor as a true professional are the guiding principles of the PMR.

#### ***The Pastor as Church Equipper***

One of the main findings in our theory of the Synergistic Church is that the pastor is not to be regarded as the primary "leader", but as the primary "equipper" in the local church. In this new conception the role and identity of the pastor is established which both accords with Scripture, and streamlines our thinking concerning the scope and limits of the pastor's professional responsibilities. For when the pastor is able to do what he or she has been trained to do and hired to perform, while lay or episcopal trustee leadership are able to do what they are appointed for and are expected to carry out, the local church as a fully functioning body will become healthy and ready for maximal growth.

## ***The Pastor as True Professional***

In addition to understanding the pastor exclusively as the primary equipper, the PMR further recognizes that the equipping function is best performed in the local church by the professional pastor. This is because the proper performance of the equipping function ideally requires the full time service of one who is highly motivated, highly trained, and committed to excellence in the performance of his or her duties. The vocational model that has been traditionally employed by the church, and continues to have relevance in the present day is that of the professional pastor. One of the hallmarks of all professionalism is the willingness on the part of practitioners to remain current and vital in their expertise in relation to the people they seek to serve. The PMR is meant to be one such tool pastors and churches can turn to in maintaining the pastor's on-going professional development.

### ***Goals of the PMR***

The goals of the PMR are essentially two-fold. The first goal is determining what the current ministry requirements of the pastor in the church are. The second is determining what the pastor needs to do to professionally to satisfy those ministry requirements. To accomplish the first goal Part I, the Factual Review, will determine the true nature of the work currently done by the pastor, while Part II, the Perceptual Review, will determine what the church thinks about the work being done by the pastor. On the basis of the findings from Parts I and II, Part III the Professional Review, will determine what, if any, professional upgrading is required by the pastor. The PMR will conclude with Part IV, the Review Summary and Recommendations, which will highlight what both pastor and church need to do to better harmonize the pastor's professional services with the current ministry needs of the church.

So, now that we know what to expect in general terms, let us begin to discover all there is to know in detail about the Pastor's Ministry Review.

# ***The Review***

## ***Part I - Factual Review***

### ***Pastor's Job Description***

The Factual Review is an assessment of the formal and legal information pertaining to the pastor's employment. The Factual Review consists of three parts. The first part is the most important. This is where the church leadership makes available to CMI the pastor's formal job description. This formal job description can be the contract of employment, or any other official document that lists the duties and responsibilities of the pastor in the church. It would be helpful if the church constitution and church policy handbook (if applicable) were also made available, to see if this literature might have any bearing on the pastor's job requirements.

### ***Pastor's Work Schedule***

The second part of the Factual Review is for the pastor to provide a sample of his or her actual work schedule. A sample of the CMI – Pastor's Work Schedule is found in Section 5 of this booklet. This work schedule should extend over the last three months of activity, and include every aspect of ministry the pastor served or otherwise participated in. The idea here is to see what, if any, differences there may be between the pastor's formal job description and his or her actual work schedule.

### ***Church Information***

Finally, the Factual Review requires some general information about the church and the ministries carried out there. A sample of the CMI – Church Information Sheet is found in Section 5 of this booklet. This information should name the ministry, the leaders of the ministry, the number of participants, and record how often the ministry meets, in the church, and elsewhere. It is from this information that CMI can get a picture, not only of the activities of the pastor, but also the ministry life of the church the pastor is serving in. From these sources of information that constitute the Factual Review, it is now possible to move to the next stage of the evaluation, the Perceptual Review.

## ***Part II - Perceptual Review***

### ***Pastor's Performance***

The Perceptual Review is an assessment of the opinions held by the church concerning the pastor's employment. The Perceptual Review consists of one part. This is the presentation of a Pastor Evaluation Questionnaire (PEQ) to the Church Leadership and the General Congregation. A sample of the CMI – Pastor Evaluation Questionnaire is found in Section 5 of this booklet. In accordance with CMI's concept of the Synergistic Church, the primary function of the General Congregation is to do "works of ministry", while the primary function of Church Leadership is to provide "care". Thus the people who make up each group represent the perceptions and perspectives on the pastor's performance that come with those particular ministries.

### ***Pastor's Professionalism***

The contents of the Pastor Evaluation Questionnaire will be made up by CMI using the contents of the pastor's formal job description. In addition, a number of standard questions will be asked concerning the pastor's general professionalism. In its preparation, church leadership will first be required to prioritize the contents of the job description. Special care will be taken by CMI in the preparation of the Questionnaire. Both church leadership and the pastor will be consulted to insure fidelity to the contents of the formal job description. Then, when the Questionnaire is ready, it will be administered to the entire adult congregation (it is recommended to persons 16 years and older).

### ***Confidence & Privacy***

For the sake of insuring confidentiality on the part of *all* respondents, which of course includes both Church Leadership and the General Congregation, neither the specific contents of individual submissions will be disclosed, nor the Questionnaires themselves, will be given back to the church. In addition, respondents must be prepared to sign their names or their submissions will not be included. The information will be recorded and tabulated, and then the Questionnaires will be destroyed. For the sake of maintaining the personal and professional privacy of the pastor, CMI recommends no specific results of these tabulations, or of the findings of the Review more generally, be disclosed to the church at large. It is enough to state to the General Congregation that their participation is a welcome and necessary requirement in the on-going professional development of their pastor, and to genuinely thank them for it. The third stage in the PMR is the Professional Review.

## ***Part III - Professional Review***

### ***Professional Training & Job Description***

The Professional Review is an assessment of the formal training of the pastor in the context of his or her employment. (If the pastor does not have formal training this section will not apply in the performance of the overall Assessment.) The Professional Review consists of two parts. The first part is the comparison of the pastor's current level of professional training with the contents of the formal job description. The second is the comparison of the same with the results of the Pastor Evaluation Questionnaire. To do this the pastor must provide CMI with official transcripts of his or her education. The contents of these transcripts are reviewed by CMI subject by subject, and then applied to the formal job description. (CMI does not make any distinction between subjects taken in biblical institutes, colleges or seminaries.) If there are areas in the formal job description that the pastor does not have the necessary training, CMI will indicate what they are, and recommend to the church and pastor that additional training in these areas is acquired.

### ***Professional Training & Performance***

The second part is the comparison of the pastor's current level of professional training with the results of the Pastor Evaluation Questionnaire. Although it may be determined in the first part of the Professional Review that the pastor does possess the education to fulfill the formal job description, the results of the PEQ might suggest otherwise. The purpose of this part of the Review is to determine if perhaps remedial training, or the updating of particular professional skills, is required. Again, the specific purpose of the PMR is to match the level of training with the job requirements of the employing church. As the two parts of the Professional Review indicate, this can be done by 1) consulting the contents of the formal job description, and also 2) consulting the people who have actually partaken of the pastor's professional ministry. Once the Professional Review is complete, the final stage in the evaluation, the Review Summary and Recommendations, may then be given.

## ***Part IV - Review Summary and Recommendations***

The Review Summary and Recommendations represents the formal report that is submitted to the church. One copy goes to church leadership, and one copy goes to the pastor. This report consists of two overall categories, 1) Recommendations to the Pastor, and 2) Recommendations to the Church.

### ***Recommendations to Pastor***

This last section of the PMR consists of three parts. The first part lists summaries of the findings of the Factual, Perceptual and Professional Reviews. The second part is where relevant contents of the church constitution, church policy handbook, and list of church ministries, are taken into consideration. The purpose of this second part is to insure all the facts (sometimes even forgotten ones) that may have a bearing on the employment situation be brought to light. On the basis of the findings from these sources of information a recommendation, or set of recommendations, will be made that the pastor does, or does not, need to upgrade his or her professional skills to match the requirements of the job description.

### ***Recommendations to Church***

The third and final task, of the PMR, is an examination of the job description itself. This is to see how well it conforms to our concept of the Synergistic Church and the principle of the pastor as its primary equipper. For the sake of insuring that the Pastorate is not taking on duties and responsibilities that more properly belong to Church Leadership, or the General Congregation, suggestions might also be made for changes in this important area as well.

## ***Part V - List of Instructions***

### ***Factual Review***

- 1) Church leadership makes available to CMI the pastor's formal job description, church constitution, and church policy handbook.
- 2) Pastor completes CMI Work Schedule and forwards to CMI.
- 3) Church leadership completes CMI Church Information Sheet and forwards to CMI.

### ***Perceptual Review***

- 1) Church leadership and general congregation complete CMI Pastor Evaluation Questionnaire and forwards to CMI.

### ***Professional Review***

- 1) Pastor forwards to CMI official transcripts of all post-secondary education.

### ***Review Summary and Recommendations***

- 1) CMI forwards to church leadership in written form the PMR and Summary Recommendations.

### ***Invitation***

We have now come to the conclusion of the Pastor's Ministry Review. It is hoped your reading of its contents have been both interesting and informative. A new theory of church growth has been presented, along with some new concepts concerning the role of the pastor as the primary equipper of the church, and the identity of the pastor as a true professional in the employ of the church. The implementation of these concepts in the context of this professional development tool will benefit both the church and the pastor. Churches are therefore invited to consider the implementation of the Pastor's Ministry Review administered by CMI. For consultations please contact Ryan Sandulak, President, CMI Canada, at his email address: [rysan@mts.net](mailto:rysan@mts.net), or write to him at his mailing address, Box 808, Niverville, MB, R0A 1E0.

## ***Part VI - Sample Worksheets***

### ***PMR - Pastor's Work Schedule***

Please provide your actual work schedule for the last three months. If this format is not satisfactory to your needs in providing this information, please reproduce with the following headings using your own format.

<u>Date</u>	<u>Time of Day</u>	<u>Ministry Description</u>	<u>Comments</u>
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(full sheet)

## ***PMR - Church Information Sheet***

Please fill in the following questions. If using a separate sheet, be sure to include the appropriate question numbers with each answer.

1) Name of Church \_\_\_\_\_

2) Name and Email Address of Principal Church Contact \_\_\_\_\_

3) Denomination (if applicable) \_\_\_\_\_

4) Number and Positions of Pastors \_\_\_\_\_

5) Number and Positions of Lay Church Leadership \_\_\_\_\_

6) Average Weekly Attendance \_\_\_\_\_

7) Church Membership (if applicable) \_\_\_\_\_

8) Number (and times) of Worship Services \_\_\_\_\_

9) List of Church Ministries/Monthly Events Calendar \_\_\_\_\_

10) Size of Church Ministries (lay leaders and participants) \_\_\_\_\_

11) Describe Church Facilities/Church Floor Plan \_\_\_\_\_

12) Any Additional Information \_\_\_\_\_

## **PMR – Pastor Evaluation Questionnaire**

Church \_\_\_\_\_, Name \_\_\_\_\_

(Sample Question)

1) Please rate the relative importance of the following pastoral ministries. (The goal is to insure all the percentages you assign to each category add up to 100%.)

Preaching	_____ %
Teaching	_____ %
Counseling	_____ %
Mentoring	_____ %
Visitation	_____ %
Administration	_____ %
 Total	 100%

(Sample Question)

2) Please indicate with a check mark those ministries you have had direct personal experience with the pastor in question.

Preaching	_____
Teaching	_____
Counseling	_____
Mentoring	_____
Visitation	_____
Administration	_____

(Sample Question)

3) Please rate the pastor's performance in the following ministry categories by circling the appropriate number.

	Poor					Excellent
Preaching	1	2	3	4	5	6
Teaching	1	2	3	4	5	6
Counseling	1	2	3	4	5	6
Mentoring	1	2	3	4	5	6
Visitation	1	2	3	4	5	6
Administration	1	2	3	4	5	6

Page 2 PMR Questionnaire

(Standard Question)

4) Please rate the pastor's general professional skills by circling the appropriate number.

Relational Skills

	Poor			Excellent		
Polite	1	2	3	4	5	6
Friendly	1	2	3	4	5	6
Considerate	1	2	3	4	5	6
Courteous	1	2	3	4	5	6

Pastoral Skills

Encouraging	1	2	3	4	5	6
Supportive	1	2	3	4	5	6
Caring	1	2	3	4	5	6
Prayerful	1	2	3	4	5	6

Administrative

Organized	1	2	3	4	5	6
Decisive	1	2	3	4	5	6
Cooperative	1	2	3	4	5	6
Collegial	1	2	3	4	5	6

Personal Skills

Dedicated	1	2	3	4	5	6
Responsible	1	2	3	4	5	6
Teachable	1	2	3	4	5	6
Reliable	1	2	3	4	5	6

5) Comments \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_