

THE SHAPE OF EFFECTIVENESS IN PASTORAL MINISTRY

Expectations for Clergy Performance Effectiveness

Jesus said, "*You did not choose Me, but I chose you and appointed you that you should go and bear fruit, and that your fruit should remain, that whatever you ask the Father in My name He may give you. These things I command you, that you love one another.*" (John 15:16-17) Each pastor under appointment carries the challenging responsibility of serving Christ to the best of their ability through their appointment as pastor of a congregation or charge. The call that Christ places upon us is recognized through our licensing or ordination by the Church and brings with it accountability. Through the Pastor Performance Review and Supervisory interaction with the District Superintendent, Cabinet, and Bishop, documentation of a pastor's ministry and areas of effectiveness are affirmed. Areas of ineffectiveness or minimal effectiveness will be addressed through the identification of these areas and establishing a covenant relationship with the DS and/or the SPRC as needed, in order to develop measurable action plans to address these areas, and utilizing Conference and District resources as needed.

The following disciplinary paragraphs address clergy effectiveness and should be reviewed periodically by each pastor. Note that these paragraphs are not exhaustive. It is the responsibility of each pastor to be familiar with *The Book of Discipline of the United Methodist Church 2012*.

Paragraphs 316-320 of *The Book of Discipline of the United Methodist Church 2012* outlines information governing Licensed Local Pastors.

Paragraph 334 of *The Book of Discipline of the United Methodist Church 2012* outlines the Ministry, Authority and Responsibility of an Elder in Full Connection. Special note should be given to paragraphs 334.3 and 334.4 as they outline a process of identifying and addressing effectiveness issues.

Paragraph 338 of *The Book of Discipline of the United Methodist Church 2012* outlines the Itinerant System.

Paragraph 340 of *The Book of Discipline of the United Methodist Church 2012* outlines the duties and responsibilities of licensed and ordained clergy.

Paragraph 341 of *The Book of Discipline of the United Methodist Church 2012* outlines unauthorized conduct.

Paragraph 350 of *The Book of Discipline of the United Methodist Church 2012* outlines evaluation for Full Members and Local Pastors.

Paragraph 351 of *The Book of Discipline of the United Methodist Church 2012* outlines the purpose and requirement for continuing education.

Paragraph 362 of *The Book of Discipline of the United Methodist Church 2012* addresses Administrative Fair Process.

Paragraph 363 of *The Book of Discipline of the United Methodist Church 2012* addresses complaints and procedures for dealing with complaints against clergy.

Paragraph 2702 of *The Book of Discipline of the United Methodist Church 2012* outlines Chargeable Offenses.

Section V. Associate Membership of *The Book of Discipline of the United Methodist Church 2012* outlines information governing Associate Members.

Section VI. Provisional Membership of *The Book of Discipline of the United Methodist Church 2012* outlines material covering Provisional Membership.

Section VII. The Ordained Deacon in Full Connection of *The Book of Discipline of the United Methodist Church 2012* outlines the ministry Deacon and guidelines for appointments.

EFFECTIVENESS MEASUREMENT

Except in cases of chargeable offences or other incidents requiring immediate action by the DS, the Board of Ordained Ministry, and/or the Cabinet and Bishop, issues of effectiveness will be addressed in the context of patterns, habits, and repeated behaviors of pastors that adversely affect fulfillment of pastoral duties, as well as the ministry of the church. These can be in one church over a period of time, or seen consistently over the course of several appointments. If these patterns have been identified through the Pastor Performance Review, Supervisory interviews, with the DS and/or Bishop, documentation of a pastor's ministry, or other means, and a plan of action has been agreed upon to resolve them, progress in their resolution will be criteria for effectiveness. If they have been repeatedly identified with the pastor, and no effort to address them is made, then the provisions of paragraph 334 will be initiated. When evidence of ineffectiveness is identified, the pastor and DS will enter into a covenant with an action plan to raise the level of effectiveness in the areas identified. The SPRC may be a part of this covenant if necessary, as well as other resource persons and training. While ministry cannot be totally quantified by objective criteria, it can be measured through acts of ministry, leadership, and the congregational response. Any discussion of effectiveness also includes external factors such as local changing demographics, local economy, and the history of a local congregation.

EFFECTIVENESS CRITERIA

Paragraph 340.2.a) Word and ecclesial acts:

Key concepts and ministry from this section are: Evangelism, Bible Study, Discipleship classes, pastoral counseling, visitation.

Some questions for consideration and discussion:

- How does the pastor lead or resource persons to conduct Bible studies and discipleship opportunities?
- How does the pastor visit in homes as well as hospitals, nursing homes, etc?
- Is the pastor faithful to scripture and United Methodist doctrine?
- What is the pattern of worship attendance and Sunday School attendance?
- What are your plans for increasing worship and Sunday School attendance (if you have a Sunday school)?

Paragraph 340.2.b) Sacrament:

Key concepts and ministry from this section are: Holy Communion, Baptism, counseling with persons in preparation for Baptism, deploying laity in the ministry taking communion to those unable to attend worship, encouraging persons to become members by profession of faith, encouraging persons to observe other means of grace in their lives.

Some questions for consideration and discussion:

- How does the pastor have, and communicate biblical and United Methodist doctrine on the sacraments?
- How is the laity, especially Certified Lay Speakers utilized in worship, leadership, and taking Holy Communion to those unable to attend worship?
- How does the pastor encourage persons to unite with the church through profession of membership if they have not previously been members of the United Methodist Church?
- How does the pastor know other means of grace, and communicate those means to persons?
- What are your plans for increasing membership by profession of faith? What is your specific number or percentage goal?

Paragraph 340.2.c) Order:

Key concepts and ministry from this section are: Administrative Officer, organization for ministry, lay leadership guidance and training, oversight of the educational program of the church, goal setting, planning, evaluation, encouraging persons to become pastors or deacons, working knowledge of *The Book of Discipline of the United Methodist Church for the current quadrennium*, pastoral accountability, participation in Conference and Denominational programs and training opportunities, leadership for funding ministry of the congregation, apportionment payments, care for church records, racial and ethnic inclusiveness.

Some questions for consideration and discussion:

- How has the pastor provided leadership in helping the church organize for effective ministry?
- How does the pastor provide training, or encourage laity to attend training within the district, the conference and beyond?
- How does the pastor attend training for personal growth and with the laity?
- How does the pastor regularly attend District Clergy Meetings, Annual Conference, and other events?
- How does the pastor insure that the laity, especially the lay leadership, are familiar with Conference resources, policies, and procedures?
- How does the pastor organize their work in such a way that their reports are submitted on time and are complete?
- How does the pastor have a working knowledge of *The United Methodist Discipline* and work to effectively help their congregation understand it?
- How does the pastor have, and is the pastor able to effectively communicate information concerning Conference resources, where to go to get answers, as well as policies and procedures?
- How has the pastor lead the SPRC and congregation in developing Covenant Ministry, Safe Sanctuaries, etc?
- What is the pastor's plan for reaching 100% of conference and district goals?

Paragraph 340.2.d) Service:

Key concepts and ministry from this section are:

Servant leadership and servant ministry; organizing the local church for effective ministry; encouraging giving, caring, and missions at all levels; participation in community, ecumenical, and religious concerns.

Some questions for consideration and discussion:

- How does the pastor help laity understand their leadership roles, both technically and in service to Christ?
- How does the pastor model servant leadership in shared ministry?
- How does the pastor observe appropriate boundaries and good self care?
- How does the pastor encourage, facilitate and resource persons in mission and ministry?

Disciplinary Obligations

- Does the pastor show evidence of fulfilling disciplinary requirements relating to continuing in ministry such as the continuing education requirements set forth in the Discipline?
- Does the pastor meet Conference requirements for training such as the quadrennial sexual ethics and boundaries training?

Use of Pastor Performance Review and Covenant:

Key concepts and ministry from this section are: Covenant ministry, PPR remarks and scoring, goals and accomplishment of previous goals.

Some questions for consideration and discussion:

- How has the pastor worked to train and help the lay leadership, especially the SPRC, to understand Covenant Ministry?
- How has the pastor facilitated the development of a covenant?
- How has the pastor entered into a covenant relationship to develop a plan of action in order to address issues raised in the evaluation?

Supervision by District Superintendent and/or Bishop

Key concepts and ministry from this section are: Conversations with the DS or Bishop identifying issues of effectiveness, the development of action plans to address these issues, signed letters or performance concerns (not complaints), conversations with SPRC or SPRC Chair and other lay leaders as necessary.

Some questions for consideration and discussion:

- How does the pastor understand the issues in question?
- What are the circumstances around these issues and the pastoral setting?
- What is the action plan?
- How will the pastor be accountable in implementing the plan?
- What is the commitment of the DS, the Cabinet and the Annual Conference in carrying out this plan?

Complaints and Charges

These will be addressed according to the guidelines of *The Book of Discipline of the United Methodist Church (current quadrennium)*, the Bishop and the Board of Ordained Ministry.

PROCESS OF ADDRESSING ISSUES OF EFFECTIVENESS

1. Initially, when an issue of pastoral effectiveness is identified on the local level, the pastor, SPRC, and another other appropriate group in the local church should work to resolve it through the covenant ministry plan. The pastor should be the one initiating this. If it is identified by the DS, then the pastor and DS will work to resolve it using all appropriate means and setting measurable goals.
2. When the issue(s) is (are) unresolved, the Superintendent may have discussion with the pastor. The DS and the pastor will work to resolve the problem. This may involve writing a performance covenant with accountability to the DS for progress in addressing these issues. If needed, the SPRC may be a part of this Covenant Process.
3. If there is a pattern of ineffective performance and behavior over several years or several appointments, they will be identified in discussion with the DS (who is in consultation with the Bishop and Cabinet), and a plan of action to address it will be developed. This plan can include, but is not limited to: the pastor attending training events in order to attain skills needed in a particular area; counseling at the pastor's expense, or utilization of District, Conference and General Church resources.
4. In most cases, a time line for review and accountability will be set for measurement of progress. If satisfactory progress is not made, then the Bishop and DS will have conversation with the pastor. If a licensed pastor fails to make satisfactory progress and meet responsibilities, they may not be reappointed and be required to submit their license to the DS. If a full member or provisional member fails to show progress and meet responsibilities, their appointment may be revoked and the provisions of Paragraph 363 may be invoked.

I have reviewed this effectiveness document with my District Superintendent, have had the opportunity ask questions, and understand that we may have conversation at any time to address questions, gain guidance, and to gain clarification.

Printed Name of Pastor

Printed Name of District Superintendent

Pastor Signature & Date

DS Signature & Date