



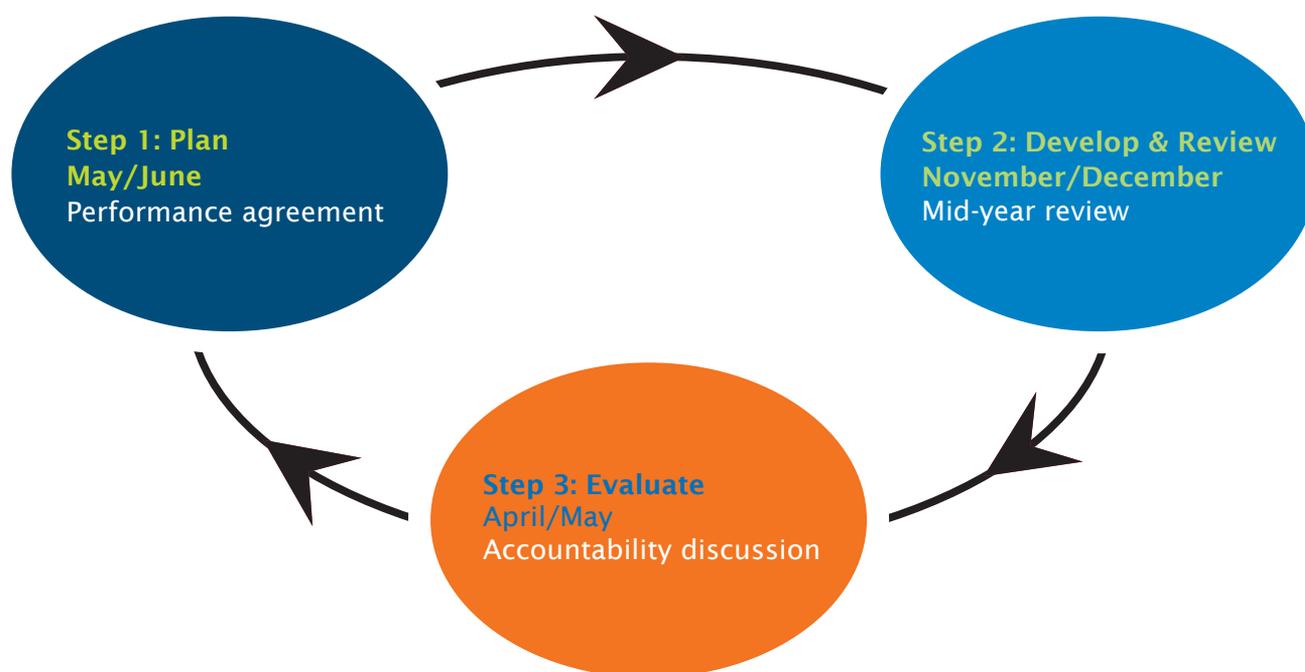
**OUR PERFORMANCE  
YOUR PERFORMANCE**

*High Performance Organization*

# Your Guide to Developing Ministry Performance

*How to maximize your contribution and potential*

# Global Mission's 3-Step Ministry Performance Review Cycle



## About this guidebook

This guidebook is intended to provide a short, practical overview of Global Mission's process for managing ministry performance and development. If you read this guidebook and still have questions about Global Mission's performance process, please speak to your team leader.

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# God's Mission is our Mission!

Global Mission is single-minded in its focus to make Christlike disciples in the nations. Our ministry performance and development process is an important element in effectively fulfilling the mission to which we all are called.

The essential traits that enable us to accomplish this mission are:

## Living our beliefs

In Global Mission we place a strong emphasis on HOW results are obtained, as well as WHAT is actually achieved. It is essential that we be Christlike disciples as we go about the work of making Christlike disciples. Part of completing your performance agreement includes discussing how your objectives model our focus on Christlikeness and our core values: Christian, Holiness, and Missional.

## Developing our people

Global Mission knows that to grow as an organization, in our ability to engage effectively in God's mission, you have to grow too. We are committed to your development and to supporting you in achieving your objectives – this year and in your long-term ministry. As part of the performance process, you and your team leader discuss your ministry goals and complete a specific, tailored development plan. The end result is you, your team leader, and Global Mission working together to provide you with ministry opportunities and ongoing learning and development.

## Achieving our goals

The hundreds of performance planning conversations that will take place across our organization each year between team leaders and team members are critical to our success. They provide the opportunity to take our mission goals and break them down into specific objectives for each person in the organization. That way you know exactly what is expected of you in your role for the year, how your ministry performance will be measured, and how your team's objectives and targets contribute to our engagement in God's mission.

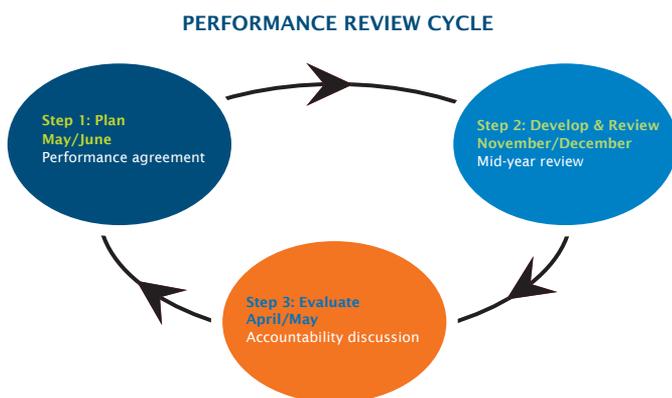


*We not only work on behalf of the Kingdom of God but also strive to reflect the Kingdom of God as we co-labor for the cause of Christ. We all are part of one Body, led by one Spirit, in order to accomplish one Mission, together.*

**Verne Ward,**  
Global Mission Director

# About ministry performance and development in Global Mission

Our system of measuring individual development and ministry performance is designed to support us in being a strong missional organization. This process runs from 1 May to 30 April each year. The cycle has 3 key steps:



## Ministry performance and development offers you the opportunity to:

- Be involved in setting your objectives and understand how they link into your team's goals
- Be clear about your job, your objectives and how your performance will be measured
- Grow in your behavior and competency to help you fulfill your call
- Know how you're doing – both in terms of results and living out our focus on Christlikeness and our core values of being Christian, Holiness, and Missional

## Step 1: Plan

### May/June

Planning involves you and your team leader agreeing on expectations about your performance up-front, at the beginning of the cycle, and signing off on your performance agreement.

It includes:

- Identifying the key responsibilities of your role. These should be listed in your ministry description.
- Setting 4–6 specific objectives and measurable targets for each objective, linked to your team.
- Identifying any behaviors or competencies that need to be strengthened for success in your role and to help you achieve your objectives, which then form part of your development plan.

## Step 2: Develop & Review

### November/December

The mid-year review involves tracking your performance against your agreed upon objectives and has a development focus.

- At your mid-year review you and your team leader will discuss how you are doing with your agreed upon performance objectives and complete your development plan.
- It also provides a formal opportunity to discuss your ministry goals, review your development plan, and make adjustments as needed.

## Step 3: Evaluate

### April/May

This is the end-of-year accountability discussion of your objectives.

- You and your team leader discuss your achievements for each of the agreed upon objectives. Measure and record how you have performed on each objective.
- Your team leader gives you an overall rating for the year, both WHAT you achieved and HOW you achieved it.

For a quick guide on how to complete each of these steps see pages 6 to 11.

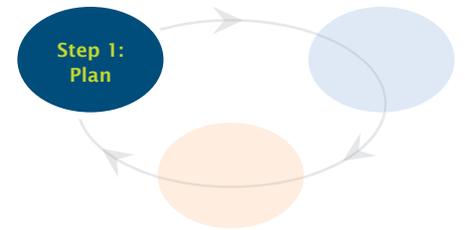
# Global Mission's annual performance review cycle

## What happens when?

	May/June start of year	November/December mid-year	April/May end of year
	<b>Step 1: Plan</b>	<b>Step 2: Develop &amp; Review</b>	<b>Step 3: Evaluate</b>
<b>You</b>	Set ministry objectives and measurable targets for the coming year, in discussion with your team leader. Complete and sign off on your agreement. Agree on development plan and activities (or go to Step 2).	Seek your team leader's feedback on your performance. Discuss your ministry goals. Agree on your development plan and activities with your team leader (if not yet done in Step 1).	Have an accountability discussion with your team leader. Receive an overall rating from your team leader. Sign off on your performance evaluation.
<b>Your team leader</b>	Clarify Mission priorities and team goals from the organization plan. Discuss team member's role and specific contribution expected. Agree on specific objectives and targets. Discuss and sign off on agreement.	Provide constructive, clear feedback on performance toward objectives - update agreement if required. Discuss team member's ministry goals and jointly identify appropriate development plans.	Have an accountability discussion with your team member. Provide team member with fair performance assessment and rating - after checking for equity/consistency.
<b>Regional personnel coordinator</b>	Ongoing support for team leaders and team members at each process step.		
	Tracking, feedback and on-the-job support is ongoing.		

# At a glance

## Step 1: Plan



Global Mission sees individual performance as a combination of **WHAT** results are achieved as well as **HOW** they are achieved. So, when it comes to planning and agreeing on expectations about your performance for the coming year, both the **WHAT** and the **HOW** are considered.

## How to complete your performance agreement

Let's look at exactly what gets covered in your performance agreement. The key components are:

### Responsibilities

Key areas that define the job and the reason the position exists.

### Objectives

The results or outcomes that you are expected to achieve this year.

### Targets

The specific measures of success that will tell you if you have met your objectives.

### Core Values

The fundamental characteristics which inform our entire approach to ministry.



Once you have defined and agreed on your objectives for the next 12 months and determined how your performance against those objectives will be measured, you will have a very clear statement about **WHAT** is expected.

In the process of completing your performance agreement, you and your team leader need to discuss **HOW** you will deliver those results:

- Consider how your behavior can reflect our Focus and Core Values
- Review what competencies are necessary for you to succeed in your role

### How to agree on robust objectives and targets

Effective objectives pass the **SMARTA** test. This means they are:

- **Specific:** describe a single result to be achieved.
- **Measurable:** allow success to be clearly identified.
- **Aligned with the team strategy.**
- **Realistic:** able to be achieved.
- **Timebound:** with a clear end-date by which results are to be achieved and clear project milestones.
- **Agreed:** collaboratively by you and your team leader.

Effective targets are clear measures of performance. These might be numeric (quantitative) or non-numeric (qualitative). Numeric measures are usually expressed as a number, ratio or percentage. Non-numeric measures are generally expressed in words. Choose the measure that is most appropriate for the objective and that it is able to be measured.

#### Example:

**Core Value:** Purposeful Compassion  
**Responsibility:** Development of NCM in local church  
**Objective:** Begin child development center  
**Targets:** 50 children enrolled in after-school program by January 2015

### Taking into account our behavior and knowledge

Global Mission's Focus and Core Values are not only the foundation for **WHAT** we do, but also **HOW** we do it. It is a matter of integrity, that our desire to make Christlike disciples in the nations is reflected in our own behavior--whether that be our attitudes or actions--as we seek to achieve our objectives. You and your team leader will discuss opportunities within your role to model our Focus and be an advocate for our Core Values, to those both inside and outside Global Mission.

Global Mission also recognizes that your ability to successfully achieve your objectives takes more than Christlike behavior. It requires particular competencies, specific to your role, which enable you to perform the necessary functions to be successful. You and your team leader will discuss what kinds of competencies are required for your role--whether that be a specific skill set, access to certain information, or a better understanding of policies and procedures--and how you will further develop those competencies, if needed.

## Sign off

After you have discussed the performance agreement with your team leader and you are both comfortable with its contents, you both sign off on what is agreed upon for the coming year. This needs to be done during May/June, so you have an agreement in place by the end of June.



TIP: before you complete your performance agreement, talk to your team leader about your team's strategic plan and priorities for the coming year and what specific contribution you are expected to make.



### Your Checklist

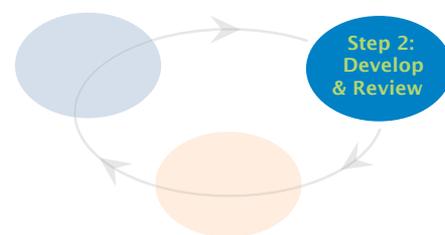
- You have identified 5-7 responsibilities that in total define your job.
- You have agreed on 4-6 objectives for the coming year (not every responsibility will have an objective each year).
- Each objective has one or more clear targets (numeric or non-numeric).
- You have completed your performance agreement, which you and your team leader have agreed on, signed off and logged in the Performance Review database.

### Team Leader Checklist

- Share the team strategic plan with your team member and consider how the objectives cascade into your team member's objectives. Also think about how that person can best contribute to the team's goal - their strengths and particular interests and how they match the strategic plan. You might also decide to share your own performance objectives and priorities if they impact the team member's objectives.
- Be clear about the objectives and targets that apply to that team member. You may want to set some standard objectives and measures for the same job role.
- Consider any development needs that are common across your team, e.g. technical needs. Also consider the development needs of that individual team member. Are there any areas for development better discussed now, rather than waiting for the mid-year review?
- Think about getting the meeting logistics right: ensuring you have arranged a suitable time and place, done your preparation, and allowing the time and opportunity for a meaningful face-to-face discussion.

# At a glance

## Step 2: Develop & Review



### Develop

You and your team leader discuss your development plan, based on:

- your ministry aspirations
- the behaviors and competencies required for your current role

### Outcome

- A tailored development plan that takes into account your ministry aspirations.
- Your development plan also covers activities that develop areas of specific technical skills and knowledge you need to achieve your objectives and targets.

### Review

You and your team leader discuss how you are tracking on the objectives in your plan and any adjustments required.

### Outcome

- You have clear, constructive performance feedback about how you are tracking, including any corrective action or development required to ensure you are on track for achieving your objectives.
- You can adjust your objectives and targets with your team leader if required. For example, if mission priorities have changed.

## How to complete your mid-year review

There are 4 steps in completing your mid-year review:

### Step 1 – Ministry discussion

In the ministry discussion with your team leader you both consider and discuss:

- your aspirations - God's call and direction in your life - and where it is leading you.
- appropriate ministry goals and the specific development actions that would best support you in reaching your goals.

### Step 2 – Progress on objectives

Prior to your formal discussion with your team leader, you will need to update your performance agreement with progress on your objectives.

### Step 3 – Strengths discussion

You and your team leader will discuss your Strengths and determine how best they can be utilized in your role.

### Step 4 – Development plan

Your individual development plan will be made up of a combination of WHAT you are expected to do, HOW you do what is expected, and your future aspirations. This may also include any skills or knowledge development needed to further enhance your capability to achieve your objectives.





TIP: make sure you get regular informal feedback from your team leader on how you're doing – don't just rely on the mid-year review. Track your own performance and record your achievements throughout the year. This will help you at both the mid-year review and end-of-year performance evaluation. Spend time thinking about your ministry – including how it fulfills your call, what you most enjoy doing and your strengths.



Without feedback we miss an opportunity to find out how others see us and understand what we might do differently to enhance our ministry impact.

## Your Checklist

- ✔ You are clear about how you are tracking with your performance objectives.
- ✔ You have discussed your strengths and improvement areas.
- ✔ You and your team leader understand what your ministry aspirations are.
- ✔ You have prepared your development plan, which you and your team leader have agreed on.
- ✔ You and your team leader have recorded your comments summarizing the mid-year review.

## Team Leader Checklist

- ✔ Prepare your performance feedback beforehand by reviewing the plan and what was agreed to – consider performance during the period and what feedback you will give the team member as well as how best to give it. Do you have examples or measurable data that you can bring to the meeting to support your view of performance?
- ✔ Prepare for the development planning and ministry discussion by considering the team member's strengths and areas for development and any opportunities for development and growth that you think might match their ministry interests with the needs of the mission.
- ✔ In the meeting, remember that this is a two-way discussion and your role is to encourage, coach and support improved performance. This includes identifying development needs and appropriate development actions – for now and to support longer-term ministry goals.

## When giving feedback:

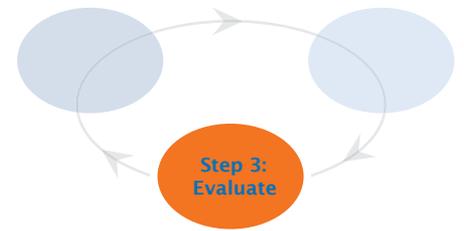
- Be timely and specific.
- Consider time, place and privacy.
- Ask permission to provide feedback.
- Be clear that your intention is to be constructive.
- Talk about the impact – on you and on the mission.  
Why specifically is it a problem or issue? How does it show up?
- Don't accuse or generalize (you always/you never) or use others as an example.

## When receiving feedback:

- Listen – let the person know you understand the points being made.
- Hear what the issue is – don't take it personally.
- Ask questions for clarity and acknowledge any valid points.
- Consider any suggestions being offered for resolving the issue or improving performance.
- Thank the person for giving you the feedback.
- Take time to observe your reactions and reflect on what you've heard.

# At a glance

## Step 3: Evaluate



In reviewing your performance, your team leader takes into account **WHAT** results you achieve as well as **HOW** those results are achieved. Progress in your development plan is also considered.

## How to complete your end-of-year review

There are 2 steps in completing your end-of-year review:

### Step 1 – Performance evaluation

You will need to assess and indicate your achievements against targets using the following ratings:

- Achieved (A)
- Overachieved (O)
- Underachieved (U)

### Step 2 – Accountability discussion

You and your team leader will discuss your achievements, behaviors and progress compared with your performance agreement. As part of this discussion you will review your achievements on your development plan. The outcome will provide suggestions for your ongoing development plan and actions for the next performance cycle.

Your team leader will update the evaluation that you have completed of your achievements compared with objectives and targets so that it is consistent with the discussion and reflects your team leader's review feedback.

At the end of the discussion, your team leader will give you an overall rating for the year, using the rating scale shown below:



Rating and Description
<b>Unacceptable Performance.</b> Objectives within the performance agreement were not achieved and/or behaviors inconsistent with our Focus and Core Values.
<b>Performance Needs Improvement.</b> Objectives within the performance agreement were not all achieved and/or behaviors inconsistent with our Focus and Core Values.
<b>Consistently Meets Expectations.</b> All objectives within the performance agreement were achieved or most achieved with greater than expected results. Behaviors consistent with our Focus and Core Values.
<b>Consistently Exceeds Expectations.</b> All objectives achieved consistent with the performance agreement and significantly greater than expected results against some. Behaviors consistent with our Focus and Core Values.
<b>Exceptional Performance.</b> All objectives achieved consistent with the performance agreement with exceptional results against most. Behaviors consistent with our Focus and Core Values.
If any individual has not been in a job long enough for objectives to be set or performance to be annually rated then a N/A (Not Applicable) rating should apply.

**NOTE:** Prior to commencing the annual accountability discussion process, a meeting will be conducted in order to assist in and validate the proposed rating for each team member. This results in consistency of ratings within teams and across teams and confirmation of individual ratings, prior to one-on-one accountability discussions between team leaders and team members.



#### TIPS:

- If your team leader's view of your performance is different to yours, seek clarification. You may want to consider further information to support either view – or even ask to take a break and continue the discussion later on, if required.
- You need to make sure you understand the reasons for your performance rating and see it as consistent with your results.



### After your accountability discussion

Your overall rating is submitted for approval to respective leadership. Your team leader formally considers your potential based on your performance evaluation and accountability discussion. Both are inputs into Global Mission's succession planning process. And finally, your end-of-year review provides direct input for your next performance agreement and the cycle begins again.

### Your Checklist

- ✓ You have completed as a draft your own ratings and comments, including clear examples of your performance achievements and how your objectives were achieved, to bring to the accountability discussion.
- ✓ You have realistically assessed your own performance – and have thought about the hard evidence that supports your views.
- ✓ You come to the accountability discussion with an open mind, willing to listen to feedback and to discuss the assessment if required.
- ✓ You leave the meeting clear about how your performance has been evaluated and understanding the reasons for the rating.

### Team Leader Checklist

- ✓ Prepare beforehand – gather measurable performance data, reflect on performance, seek feedback from others and consider the overall rating. Remember to assess both WHAT results were achieved and HOW they were achieved – don't just focus on objectives, but take the time to consider the behaviors that were displayed in relation to our Core Values. Both count equally for rating purposes.
- ✓ Complete the rating step prior to your meeting with the team member. This is where you and other team leaders in your area review ratings across teams to ensure consistency and equity.
- ✓ In the meeting you and the team member should aim to reach agreement on the assessment. It is important that the team member is clear about the performance feedback, the basis for your assessment and sees it as fair and objective. If you cannot reach agreement, you may want to discuss further information that supports either view. You may wish to take a break and continue the discussion later on. If you still cannot reach agreement, you need to record your assessment and have the team member record their comments.
- ✓ After the meeting consider the implications for next year's performance agreement, including development that would support ongoing performance improvement or change in ministry advancement. You also need to review your team member's potential based on the performance evaluation and accountability discussion and take appropriate action.

## Need help?

### For additional information & support:

1. Speak to your Team Leader
2. Ask your Personnel Coordinator
3. Ask Global Mission Personnel