

Diocese of Salisbury



Ministry Review Scheme

GUIDELINES

last amended 08/20

Introduction

The Diocesan Bishop expects that all ordained clergy will participate in the Diocesan Ministry Review Scheme. These include:

- stipendiary ordained ministers
- self-supporting ministers
- house for duty ordained ministers
- ordained ministers serving at the cathedral

The scheme is available to all (except Training Curates), and this includes Chaplains employed elsewhere across the diocese, who contribute to the life of their local church.

Participation in a Diocesan Ministry Review Scheme is a legal requirement for ordained ministers holding office under Common Tenure.

The Diocesan Ministry Review Scheme operates within the context of our commitment to the support and development of ministries and to the wellbeing of clergy.

All ordained ministers play a part in ensuring the quality of the Scheme. They do this by preparing carefully for and participating conscientiously in Reviews and by implementing the priorities for ministerial and personal development which emerge from the Review process.

The Ministry Review Scheme operates within strict bounds of confidentiality. Access to completed Ministry Review documentation is limited to the Bishops and the Archdeacons.

All reviewers are experienced clergy and laity and receive training in the operation of the Ministry Review Scheme before taking part. An introduction to the scheme for all participants is included as part of the diocesan induction programme.

The scheme, as well as offering an important opportunity for clergy to review their ministry regularly with others, is set within the context of continuing ministerial development. The Diocese offers an extensive range of resources for personal and professional development. These are available to help ordained ministers address needs identified through Ministry Review. Provision includes the Wellbeing network, the Ministry in Retirement network, Individual Ministry Consultancy, Team Ministry Consultancy, Work-based Learning Groups, and the Continuing Ministerial Development programme.

Ordained ministers should focus on the development priorities identified during Ministry Review when planning their Continuing Ministerial Development for the year ahead.

The Scheme is intended to complement but not replace arrangements ordained ministers are expected to make for spiritual direction, mentoring or coaching.

The Ministerial Review Scheme

A Senior Staff Interviews, Senior Staff Reviews and Peer Reviews

Senior Staff Interviews (Entry and Exit interviews) are held 6 months after licensing (for ordained ministers new to a post or moving into the Diocese). Senior Staff Interviews are also offered before moving to an appointment in another part of the diocese, before leaving the diocese and before retirement. There is specific review paperwork for these.

Entry Interviews are for licensed clergy who are new to the diocese or for those clergy who have taken up a new position within the diocese. They take place six months after the start date. The aim is for an Area Bishop to see all the new clergy who have moved to the diocese and an Area Bishop or Archdeacon to see those who have moved within the diocese. There is a preparation form to complete before the review and an Entry Summary Sheet will be completed as part of the review, signed off by all parties (e-signature is acceptable) and kept on the confidential blue (clergy personnel) file kept at South Canonry.

Exit Interviews are offered to all clergy who are leaving the diocese, either retiring or moving elsewhere. They take place ideally within two months before the leaving date. There is an Exit Interview preparation form to fill in and either this form or an Exit interview summary Sheet is signed by all parties (e-signature is acceptable) and kept on the confidential blue (clergy personnel) file at South Canonry, before this file is either sent to another diocese, or kept, as appropriate.

Following the entry interview all clergy will automatically become part of the Ministry Review Scheme.

Senior Staff Reviews (SSRs) are held every 3 years (the first one taking place 18 months after starting in post) with a member of the Senior Staff (Area Bishops, the Archdeacons and sometimes the Diocesan Bishop). The Ministry Review Scheme process and paperwork are used for Senior Staff Reviews.

Peer Reviews (PRs) are held at the mid point between Senior Staff Reviews with a Peer Reviewer selected from a Diocesan list approved by the Bishop. The Ministry Review Scheme process and paperwork are used for Peer Reviews.

Thereafter this 18-month cycle is repeated so that a Senior Staff Review is held every 3 years with a Peer Review at the midpoint between Senior Staff Reviews.

Only the reviewee and the reviewer are present at all review meetings.

B How are Interviews and Reviews triggered?

The Bishop's Office is responsible for giving notice when an Entry Review, SSR or PR is due and for monitoring that Reviews take place on time.

2 months before an SSR is due the Bishop's Office notifies the appropriate Area Office where the diaries of the Area Bishop and Archdeacons are held. The Area Office contacts the Reviewee to make his or her SSR appointment. When this is set up the Area Office notifies the Bishop's Office of the date and confirms the name of the Senior Staff Reviewer. The Bishop's Office sends a copy of the documentation completed at the last PR, along with the blank paperwork to the reviewee and Senior Staff Reviewer.

2 months before a PR is due the Bishop's Office notifies the Reviewee who contacts his or her chosen Reviewer to make the appointment for the PR meeting. Once this is booked, the Reviewee notifies the Bishop's Office of the date of the PR meeting and the name of the Peer Reviewer. The Bishop's Office sends a copy of the documentation completed at the last SSR, along with the blank paperwork, to the reviewee and to the Peer Reviewer.

SSRs and PRs are important events and should have a high priority in your diary. If a postponement is unavoidable, the due date of your next Review will not be affected. It will still be held when due.

C Peer Reviewers

The Bishop appoints suitably experienced ordained ministers and lay people from within the Diocese to be Peer Reviewers. Rural Deans are automatically authorised to be Peer Reviewers although they are not obliged to act as such.

The current list of authorised and trained Peer Reviewers is available from the Bishop's Office.

The selection of the right Reviewer is very important if you are to benefit fully from the Ministry Review process. Your choice calls for prayer and careful thought. It may be that you choose for the first review someone you know and trust, or you may wish to choose someone with experience who could help you look more objectively at your ministry, questioning and challenging you where necessary. A Peer Reviewer you know, or with whom you work within the same deanery may not be the best person to help you address your needs to develop and change.

You should approach a Peer Reviewer yourself, and if content to continue having spoken with them, book an appropriate time for the review.

Bishops and Archdeacons will consult Rural Deans in identifying suitable reviewers.

D How are Senior Staff Reviewers chosen?

Your Senior Staff Reviewer will normally be your local Bishop or your Archdeacon. As far as possible these will alternate so that each of them sees you every six years.

The Dean is available to conduct some Senior Staff Reviews. If you would like the Dean to conduct your Senior Staff Review or feel this is particularly appropriate for any reason you should discuss your request with your Area Bishop.

The Area Bishop will be the Senior Staff Reviewer for the Archdeacons in their area unless they make arrangements to delegate this to another Bishop.

The Dean will ensure that ordained ministers on the staff of the Cathedral have a Senior Staff Review.

The Diocesan Secretary will ensure that ordained ministers employed in the Diocesan Office, Area Offices or Board of Education have a Senior Staff Review.

E Beginning the Ministry Review process

Well before your SSR or PR date, but once this is booked, the Ministry Review Paperwork will be emailed to you from the Diocesan Bishop's Office. This consists of all the necessary paperwork and instructions for completing it. Below is a list of the current forms of paperwork used.

Prep 1	Ministry Context
Prep 2	Personal Reflection
Prep 3	My Vision for my Ministry
Feedback Form	Consultation before Ministry Review
Summary Form	Record of Ministry Review
Priority Form	Summary of Ministry Review Priorities

Prep 1, Prep 2 and Prep 3 are forms for your own use and to share with your Reviewer. These forms are retained by you. The Feedback Forms, Summary Sheet, and Priority Sheet together make up the official documentation for your Ministry Review and must be completed and returned. The paperwork doesn't always suit all clergy in the various forms of ministry. If this is the case for you, it is perfectly acceptable to adapt or simply use some of the paperwork.

1½ – 2 hours should be booked for your SSR or PR which should be held somewhere comfortable, quiet and private where you will not be disturbed or overheard. If you wish to hold the meeting online, in whatever form you choose, this is perfectly acceptable. The paperwork will still need to be returned following this.

There are 5 steps to the Ministry Review process:

- **Preparing** for your Ministry Review (*Prep 1, Prep 2*)
- **Clarifying** your vision (*Prep 3*)
- **Consulting** before your Ministry Review (*Feedback Form*)
- **Identifying** and reviewing your priorities (*Priority Sheet*)
- **Summarising** the key points (*Summary Sheet*)

Step 1: Preparing for your Ministry Review

It is vital that you prepare carefully before your SSR or PR. You should review your copy of the Ministry Review documentation completed at your last Review. The Bishop's Office will email you a copy.

To help with your preparation, some resources are provided in the Ministry Review Pack. Their use is optional but recommended.

- **Prep 1 Ministry Context:** a resource to help you describe the setting of your current ministry. It may well be helpful to send a copy of the completed Ministry Context form to your Reviewer before you meet
- **Prep 2 Personal Reflection:** a resource to help you reflect on significant events in your life since your last Review and on which to note any needs for support or help you wish to raise with your Reviewer

Your Reviewer will also prepare by praying and reflecting on what s/he knows about you, your circumstances and your ministry. If your Reviewer is not very familiar with the context of your ministry, you should ensure that you send him or her a copy of a completed Prep 1 form. Prep 2 may be copied to your Reviewer if you would find it helpful to do so. Your Reviewer will also study the documentation from your last Review provided by the Bishop's Office.

Step 2: Clarifying your vision

Prep 3 **My Vision for my Ministry** is designed to help you clarify your vision for your ministry in your current appointment. You should refer to Prep 3 each time you have a Ministry Review as clarifying your vision for your ministry is a vital first step in the Ministry Review process.

It may be that your vision has remained the same since your last Review in which case you do not need to complete a new Prep 3. Or it may be that your vision has changed considerably in which case you should complete a new Prep 3 at this point. If you minister in a Team or with others it will probably be helpful to clarify your vision in discussion with your Team Leader and/or colleagues. If you are in parish ministry your Deanery Strategic Plan and the Ministry Specification in the Parish Profile prepared during the process leading to your appointment will also be relevant. You should also reflect on current Diocesan priorities and initiatives and anything else shaping your vision for your ministry in your current post.

If you are in parish ministry as a stipendiary minister or House for Duty priest your vision should describe what you hope the church(es), parish(es) and people in your care will be like when you come to the end of your time among them. Your vision may be formed from some or all of the following:

- your parish profile prepared during the process leading to your current appointment
- your personal sense of what you are called to be and do in this appointment
- the needs of your church(es), parish(es) and people
- your experience, gifts and limitations
- the opportunities and challenges you discern in your place(s) of ministry
- Diocesan priorities and the current Deanery Plan
- any other factors influencing your ministry

If you have a self-supporting role your vision for your ministry in your current post may be formed by some or all of the factors listed above. Your vision will probably be reflected in your current locally agreed Ministry specification/Agreement. This should be the main source of your priorities for the 18 months ahead.

If you are not in parish ministry, your vision for your ministry in your appointment may be formed by some of the factors above and will be reflected in your current job description. This should be the main source of your priorities for the 18 months ahead.

Step 3: Consulting before your Ministry Review

Well before your SSR or PR is due, you consult two people (at least one of whom must be a lay person) whose confidential assessment of your ministry you trust. **The Feedback Form - Consultation before Ministry Review** is used to gain their views. Fill in the details on a blank Form and hand a copy to each person you have decided to consult. Ask them to complete and return their copy of the form to you in good time before your SSR or PR. You then add your comments and any learning points on which you feel you should act in the spaces provided.

Step 4: Identifying and reviewing your priorities

The threefold cycle of discussing, specifying and reviewing your priorities for the next 18 months is at the heart of the Ministry Review process. Your priorities are quite simply those areas of ministry on which you need to concentrate to progress towards the fulfilment of your vision for your ministry in your current appointment. Up to 6 priorities for the next 18 months (3 priorities for your ministry and 3 supporting personal development priorities) are discussed and agreed when you meet with your Reviewer and recorded on the Priority Form.

If your priorities are to be the right ones for you, your church(es), parish(es) and people, it is essential that your vision for your ministry in your current post is first clarified by the prayerful and thoughtful use of Prep 3.

Step 5: Summarising the key points

The Summary of Ministry Review is an important conclusion to the process. The Summary is agreed by you and your Reviewer and recorded by your Reviewer on the Summary Sheet. Your Reviewer and you both sign this sheet (e-signature is acceptable) to confirm that you are happy that the Review process has been satisfactorily completed.

Senior Staff Reviews

SSRs give the member of Senior Staff the opportunity to offer pastoral support, encouragement and guidance and to gather at first hand information needed to have oversight of the diocese. They also offer you an opportunity to give an account of your ministry and have a discussion with someone who has authority to act on your behalf in your present and future ministry.

In addition to reviewing your ministry during the past 18 months, planning for the period leading up to the next Peer Review and discussing your personal development needs, an SSR gives you the opportunity to range more widely into matters with which a Senior Staff member can help you, including how you are settling into a new appointment, looking at possibilities for your ministry beyond your present post and considering the timing of your next move.

The Review Meeting

A well conducted Ministry Review meeting will typically follow this pattern:

Sharing the results of preparation

Your Reviewer begins by inviting you to share your preparatory thinking, including any work you have done using Prep 1 (Ministry Context) and Prep 2 (Personal Reflection). You may wish to reflect on the current context of your ministry and any changes which have taken place since your last Review. Let your Reviewer know if you or your family have any pastoral needs or concerns.

Reviewing the past 18 months

Discussion moves on to your priorities for ministry and development identified and agreed at your Review meeting 18 months ago, as noted on last time's Priority Sheet. The progress you have made with these priorities will be discussed with reference to the milestones or indicators of progress noted 18 months ago together with any factors which have aided or impeded your work, ministry and development during that time.

At your first Review Meeting there can be no formal review of past priorities or progress. Instead you should share your general impression of how your ministry has been progressing during the first 18 months.

Reviewing your feedback

At this point share and discuss with your Reviewer the feedback given by the two people you consulted whose comments have been given on copies of Feedback Form. How do you feel about the feedback you have received? Can you identify with it? Are there common threads or themes? What have you learned?

Clarifying your vision

Discussion now turns to your vision for your ministry in your current appointment. You share with your Reviewer the thinking you have done using Prep 3 (My Vision for my Ministry) and through discussion articulate as clearly as you can what you believe you are called to accomplish in your present post.

Agreeing your priorities for ministry and development

You and your Reviewer then discuss and agree up to 6 priorities for the next 18 months. Your Reviewer enters these on a blank copy of the Priority Form. Up to 3 will be priorities for your ministry: up to 3 will be supporting priorities for your personal development. These priorities should describe the progress you aim to make over the next 18 months to move your church(es), parish(es), people and yourself towards the realisation of your vision for your ministry in your current post.

Summarising the Review meeting

You and your Reviewer then discuss any summary notes which you or s/he feel should be recorded. Your Reviewer enters the agreed summary on the front page of The Summary Form. The box on the front page is used whether the Reviewer is a Peer Reviewer or a Senior Staff Reviewer. Your Reviewer and you then sign (e-signature is acceptable) and date Form C.

What happens to the documentation after my Review?

At the end of the Review meeting you and your Reviewer must ensure that all the forms have been properly completed and that the Summary Form bears the signatures (e-signature is acceptable) of you both. Your name, your Reviewer's name and the date of the Review meeting should be entered in the space provided on every sheet of each Form so that all documentation is clearly identifiable. This is particularly important where paperwork is double-sided.

If your Reviewer needs more time after the Review meeting to write up the Review he or she should retain all the Forms, complete them as soon as possible after the Review meeting and return them to you bearing his or her signature. You then re-read the Forms to ensure that you are happy with the contents and add your own signature (e-signature is acceptable).

If you have any queries about the completed forms you should consult your Reviewer again. You should not make any alterations without consulting your Reviewer. The contents must be agreed by you both before you add your signature (e-signature is acceptable).

Once the Forms have been completed it is your responsibility to send them on to the relevant office. Prep 1, Prep 2 and Prep 3 are retained by you for your own records. The completed Feedback Forms, Summary Form and Priority Form are the ones you need to return.

In the case of a Peer Review the Forms are returned to the Bishops Office, who will then ask the Area Bishop to add any comments. On the Summary Form s/he may comment if s/he wishes before signing. The Forms then go to the Bishop's Office again for the attention of the Diocesan Bishop. On the Summary Sheet he may comment if he wishes before signing. The Bishop's Office then emails a final version of The Priority Form and the Summary Form back to you for your records. The originals are placed in your confidential blue (clergy personnel) file kept at South Canonry.

In the case of a Senior Staff Review the Forms are returned to the Bishop's Office for the attention of the Diocesan Bishop. On the Summary Form he may comment if he wishes before signing. The Bishop's Office then emails a final version of Forms B and C back to you for your records. The originals are placed in your confidential blue (clergy personnel) file kept at South Canonry.

After your Review has been completed, your Reviewer must return to you, or confirm that s/he has destroyed, his or her copy of the documentation from your last Review and any other items copied to him or her by you for use during the Review process. Reviewers do not need to retain any Review documentation. This is important to ensure the continuing confidentiality of the Scheme.

If you have a question or need advice on a Ministry Review matter not covered in this Manual, please refer in the first instance to the Bishop's Office on 01722 334031 and ask to speak to the Secretary to the Bishop.