



Ministry Review Scheme

MANUAL

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1 PREFACE

In his book, *Untold Stories*, Alan Bennett writes movingly about his mother's depression, which first surfaced in the weeks before her marriage in 1928. This took place at St Bartholomew's Church, Armley, Leeds. His mother was terrified at the prospect of appearing before a church full of people, of being 'the centrepiece' on the great day and so Bennett's father approached the parish priest, Herbert Lovell Clarke, and asked him to conduct the marriage service at 7.30 in the morning. This would have had the double benefit of assuring them privacy, and of allowing the proud groom to be at work at the Co-Op butcher's by 8.15 (they would not allow him to be late, wedding or no wedding).

Lovell Clarke said that the Canons did not permit him to marry them before 8.00, but he made an ingenious suggestion. He offered to begin at 7.30 and read the marriage service up to the exchange of vows, pausing there. This he did - and then, only as the church clock struck 8.00 were the vows exchanged and the ring given - and the young butcher slipped away to begin the day's work. 'I imagine him as a clergyman of the old school,' writes Alan Bennett, 'but across seventy and more years, Herbert Lovell Clarke, I would like to shake your hand.'

I particularly like that story, for two reasons. Firstly, because more than thirty years after the Bennetts' early morning assignation, I went to St. Bartholomew's to serve my title under Fr. Norry McCurry. And secondly because in Bennett's sketch of Herbert Lovell Clarke we catch a glimpse of the sort of priest that we have all known: a robust individual, determined to do the right thing by this anxious couple and not easily deterred by red tape and regulations. Were the Church's ministers ever to lose that streak of bold independence then we would all be poorer for it.

I can quite see that the arrival of this Manual, the outline of the new Diocesan Ministry Review Scheme, might well look like yet another step along the road to our becoming dreary bureaucrats and ceaseless tickers of boxes. I think you know that if I thought this, I would be the first to resist its introduction. Instead, I believe that this Scheme is firmly anchored in a soundly orthodox theology of God, and that its rigorous use will be essential to our common life in the Diocese.

Despite our fondness for strong-minded parish priests, our tradition does not allow us to caricature God as a rugged individualist, a maverick who acts alone without regard for his neighbours or the consequences of his actions. Our tradition holds rather that God is one, and yet that he is Father, Son and Spirit. God is one, and God is three. God is a unity, yet that unity is inherently relational: God is a perfect community of love.

There has been no better representation of that mystery than the icon created by Andrei Rublev, with which many of you will be familiar. In Rublev's Eastern tradition, the Holy Trinity is represented not as an abstract theological concept, but as an event – a moment of interchange and disclosure. *The Hospitality of Abraham* catches the moment when 'the LORD appeared by the oaks of Mamre ... Abraham lifted up his eyes and looked, and behold, three men stood in front of him' (Genesis 18:1-2). In the icon the three angelic beings sit around a common table and a shared vessel – the Lord appears as three, as a community of three, with one common life, and as commentators on the icon often remark, the vacant side of the table draws the onlooker into the scene.

'Love bade me welcome', as our poet, George Herbert says; and concludes in the last line, 'So I did sit and eat'.

This is the *koinonia* – the fellowship – into which God's Church (and its ministers) are drawn. It is not a static tableau but an ever-growing, ever-changing, dynamic communion of love. If Father, Son and Spirit are bound together by bonds of mutual love, then so are we. If Father, Son and Spirit are joined in an eternal perichoretic dance, then so are we. If Father, Son and Spirit invite the stranger to join them and experience the transformative power of their life together, then so must we. The life of each one of us baptized into Christ is eternally bound to the life of every other. We simply cannot flourish in isolation, and the Church cannot flourish (and cannot make the stranger welcome) if her ministers believe themselves always to be independent agents, acting in isolation from one another.

So the Ministry Review Scheme has as its object that each of us should grow and that each of us should develop, always within this context of our mutual accountability. Because we must answer to one another as fellow ministers of the Gospel, and because we depend on one another as fellow ministers of the Gospel, we must take responsibility for reviewing our individual growth and development regularly, and we must do so alongside a fellow minister of the Gospel. How are we as individuals sharing in and serving the common task?

We preach an encounter with the living God, and offer to the world the hope that such encounter changes both the way we are and the way we relate to one another, both personally and communally. If our own encounter has neither changed us nor changed the way in which we relate, then we do not have much to offer. In requiring us to be open with ourselves and with our colleagues this Scheme may be requiring us to change, and to pattern our lives a little more closely to that of the Three who are One.

We are called neither to proud independence, nor to slavish dependence, but to mutual interdependence. And this mutual interdependence is the root of mutual flourishing. I commend the Ministry Review Scheme to you, in the name of the Father, the Son and the Holy Spirit.

+David Sarum

2 INTRODUCTION

Origins of the Ministry Review Scheme

- 2.1. In 2004 the Bishop set up a Task Group to begin work on the creation of a new Diocesan Ministry Review Scheme.
- 2.2. The new Scheme incorporates the most valuable features of previous Diocesan ministry review provision including Senior Staff Interview and the Ministerial Development Scheme, both of which it supersedes.
- 2.3. In designing the Scheme the Task Group sought to give practical expression to the theological and pastoral thinking in the Bishop's Preface. The Group also took account of the legal background to Clergy Conditions of Service and received advice from the staff of the Ministry Division of the Archbishops' Council. The Senior Staff of the Diocese and the Rural Deans were extensively consulted.
- 2.4. The Scheme was piloted during 2007/08 in the Deaneries of Chalke, Marlborough, Weymouth and Wimborne. It was revised in the light of feedback received from these Deaneries. The resulting Scheme detailed in this Manual was introduced across the Diocese from 2009.

Oversight and quality assurance

- 2.5. The Bishop ensures that the Ministry Review Scheme is founded on and operates within sound theological and pastoral principles.
- 2.6. The Director of Learning for Discipleship and Ministry is responsible to the Bishop for the detailed design of the Scheme, for ensuring its compliance with the law and with national guidelines issued by the Archbishops' Council and for providing adequate opportunities for training in the operation of the Scheme for all participants.
- 2.7. The Scheme has an External Assessor appointed by the Bishop. S/he conducts regular audits of the quality of Reviews and the overall operation of the Scheme and makes recommendations to the Bishop on any matters needing attention.
- 2.8. All ordained ministers play a part in ensuring the quality of the Scheme. They do this by undertaking Diocesan training in the operation of the Scheme, 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.
- 2.9. By reading completed Ministry Review documentation the Bishop and the Area Bishops monitor the quality of the Scheme and intervene if necessary.

Confidentiality

- 2.10. The Ministry Review Scheme operates within strict bounds of confidentiality. Access to completed Ministry Review documentation is limited to the Bishop, the Area Bishops, the Archdeacons and the Director of Learning for Discipleship and Ministry. Anyone else believing they have a legitimate need to look at Ministry Review documentation must explain their reason(s) and obtain the written permission of the minister in question before access is granted.
- 2.11. The External Assessor to the Scheme will require access to sample Ministry Review documentation to audit the quality of the Scheme overall. All documentation examined by the External Assessor will be anonymised by blocking out the name of the Reviewee. The External Assessor will be bound by a written undertaking of confidentiality with respect to every aspect of the Scheme.

Training

- 2.12. All participants (Senior Staff Reviewers, Peer Reviewers and Reviewees) must receive training in the operation of the Ministry Review Scheme before taking part. Training is provided as part of the Diocese of Salisbury Continuing Ministerial Development programme. For ministers ordained within the Diocese training is provided during IME 7. Ordained ministers coming into the Diocese will be invited to attend a training event soon after their arrival. From time to time additional training may be provided for all participants to ensure the continuing smooth operation of the Scheme.

The context of Continuing Ministerial Development

- 2.13. The Ministry Review Scheme operates within the context of the Diocese's overall commitment to the support and development of ministries.
- 2.14. 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, the Continuing Ministerial Development programme and for non stipendiary ordained ministers, locally deployable ordained ministers, distinctive deacons and sector ministers, the support of their Diocesan Officers.
- 2.15. Ordained ministers should focus on the development priorities identified during Ministry Review when planning their Continuing Ministerial Development for the year ahead. Members of the Learning for Discipleship and Ministry Team and other Diocesan Officers are available to offer help and advice about how best to do this.

- 2.16. The Scheme is intended to complement but not replace arrangements ordained ministers are expected to make for spiritual direction. The Diocesan SpiDir network is available to offer help with this. Please contact the Co-ordinator for Vocations and Spirituality at the Learning for Discipleship and Ministry Team Office on 01722 411944 for information.

Further help and advice

- 2.17. 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 Assistant Secretary to the Bishop. If the Bishop's Office is unable to help, please contact the Learning for Discipleship and Ministry Team Office at Church House on 01722 411944 and ask to speak to the Director of Learning for Discipleship and Ministry.

3 THE MINISTRY REVIEW SCHEME

Who participates in the Scheme?

3.1. The Bishop expects that all ordained ministers in the following groups will participate in the Diocesan Ministry Review Scheme from its introduction in order to benefit as soon as possible from the Review experience:

- stipendiary ordained ministers
- non stipendiary ordained ministers including ministers in secular employment
- locally deployable ordained ministers
- house for duty ordained ministers
- ordained ministers serving at the cathedral or on the Bishop's staff

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

3.2. The following do not participate in the Diocesan Ministry Review Scheme:

- the Bishop and the Area Bishops (covered by a separate House of Bishops Scheme)
- ordained ministers during IME 4 – 7 (covered by separate arrangements for Initial Ministerial Education)
- ordained ministers employed in the Diocesan Office (covered by the Diocesan Office Appraisal Scheme – but see below)
- sector ministers (covered by review schemes operated by their various employers – but see below)

3.3. There will be special cases, eg a hospital chaplain employed by an NHS Trust or a priest teaching in a school who also minister part-time in parishes. Ordained ministers who do not fit neatly into one of the groups in 3.1 will be considered by their Area Bishop for participation in the Diocesan Scheme on a case by case basis, taking account of any other review schemes in which they participate. Those who are adequately supported by their employer's review scheme will not be required to participate in the Peer Review element of the Diocesan Scheme. However all ordained ministers holding the Bishop's license will be included in the 3 yearly Senior Staff Review element of the Diocesan Scheme.

Senior Staff Interviews, Senior Staff Reviews and Peer Reviews

3.4. **Senior Staff Interviews** (SSIs) are held before ordination (for ministers ordained within the Diocese) or 6 months after licensing (for ordained ministers moving into the Diocese). Senior Staff Interviews are also offered before moving to an appointment in another Diocese and before retirement. The Ministry Review Scheme process and paperwork are **not** used for Senior Staff Interviews.

- 3.5. **Senior Staff Reviews** (SSRs) are held every 3 years with a member of the Senior Staff (Area Bishops, the Archdeacons and the Dean). The Ministry Review Scheme process and paperwork are used for Senior Staff Reviews.
- 3.6. **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.

When do Interviews and Reviews take place?

- 3.7. **For ministers ordained within the Diocese** Interviews and Reviews follow this pattern:

Pre-ordination	Interview with the Bishop
During IME 4 – 7	IME Reviews provided by the IME Scheme
12 months after completing IME 7	Senior Staff Review
18 months after Senior Staff Review	Peer Review
18 months after Peer Review	Senior Staff Review

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

Before moving to another Diocese or prior to retirement a Senior Staff Interview is offered by the Bishop or the Area Bishop

- 3.8. **For ordained ministers coming into the Diocese** Interviews and Reviews follow this pattern

6 months after licensing	Senior Staff Interview
18 months after licensing	Senior Staff Review
18 months after Senior Staff Review	Peer Review
18 months after Peer Review	Senior Staff Review

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

Before moving to another Diocese or prior to retirement a Senior Staff Interview is offered by the Bishop or the Area Bishop

How are Interviews and Reviews triggered?

- 3.9. The Bishop's Office is responsible for giving notice when an SSI, SSR or PR is due and for monitoring that Reviews take place on time.
- 3.10. 3 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 makes a copy of the documentation completed at the last PR and sends it to the Senior Staff Reviewer.

- 3.11. 3 months before a PR is due the Bishop's Office notifies the Reviewee who contacts his or her Reviewer to make the appointment for the PR meeting. Within 1 month of hearing from the Bishop's Office 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 makes a copy of the documentation completed at the last SSR and sends it to the Peer Reviewer.
- 3.12. 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 as in 3.7 and 3.8 above.

Who participates in a Senior Staff Review?

- 3.13. Two people participate in an SSR:

- the Reviewee: the ordained minister whose ministry is being reviewed
- the Senior Staff Reviewer: the member of Senior Staff nominated by the Area Senior Clergy to facilitate the SSR

No-one else will be present.

Who participates in a Peer Review?

- 3.14. Two people participate in a PR:

- the Reviewee: the ordained minister whose ministry is being reviewed
- the Peer Reviewer: chosen by the Reviewee to facilitate the PR from the list of authorised Peer Reviewers appointed by the Bishop

No-one else will be present.

How are Peer Reviewers appointed?

- 3.15. The Bishop authorises 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. Rural Deans in consultation with their Chapters should recommend suitable ordained ministers and lay people to the Bishop to be considered for appointment as Peer Reviewers. The Bishop may also appoint suitable people at his own discretion. The current list of authorised Peer Reviewers is available from the Bishop's Office or from Church House or on the Diocesan website at www.salisbury.anglican.org under ministry/support for ministry/ministry review.

How do I choose a Peer Reviewer?

- 3.16. This depends on your situation when you enter the Scheme:
- If you were ordained within the Diocese your choice of Peer Reviewer will be discussed at your first SSR following completion of IME
 - If you have moved into the Diocese your choice of Peer Reviewer will be discussed at your first SSR held 18 months after your licensing
 - Otherwise you should choose a Peer Reviewer from the Diocesan list in consultation with your Rural Dean in good time before your first PR is due
- 3.17. 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.
- 3.18. When discussing your choice of Peer Reviewer you are welcome to suggest someone on the list whom you know and trust. Your Peer Reviewer need not necessarily be in your Deanery but s/he should have enough knowledge of your current ministry and its context to facilitate your PR effectively. S/he will help you look objectively at your ministry, questioning and challenging you where necessary. A Peer Reviewer with whom you always feel comfortable may not be the best person to help you address your needs to develop and change.
- 3.19. You should not approach a Peer Reviewer before you have discussed your choice with the appropriate person as above.
- 3.20. Archdeacons will assist Rural Deans in identifying suitable Peer Reviewers. Area Bishops will do the same for Archdeacons who may wish to choose someone from outside the Diocese eg a fellow Archdeacon from another Diocese.
- 3.21. The Bishop will assist ordained ministers on his staff in identifying suitable Peer Reviewers. The Dean will do the same for the ordained ministers of the Cathedral.

How are Senior Staff Reviewers chosen?

- 3.22. Your Senior Staff Reviewer will normally be your Area Bishop or your Archdeacon. As far as possible these will alternate so that each of them sees you every six years. However in the case of a vacancy in post or other contingency the Area Senior Staff will nominate another member of the Senior Staff of the Diocese to conduct your Review.
- 3.23. 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.
- 3.24. The Area Bishop will be the Senior Staff Reviewer for the Archdeacons in his Area unless he makes arrangements to delegate this to another Bishop.

- 3.25. The Bishop will be the Senior Staff Reviewer for members of his staff unless he makes arrangements to delegate this to one of the Area Bishops.
- 3.26. The Dean will ensure that ordained ministers on the staff of the Cathedral have a Senior Staff Review.
- 3.27. The Diocesan Secretary will ensure that ordained ministers employed in the Diocesan Office, Area Offices or Board of Education have a Senior Staff Review.

Beginning the Ministry Review process

- 3.28. Well before your SSR or PR is due you obtain a Ministry Review Pack, available online at www.salisbury.anglican.org under ministry/support for ministry/ministry review. The pack is also available as hard copy from the Bishop's Office or from Church House. The pack contains all the necessary paperwork and instructions for completing it. A sample Ministry Review Pack is annexed to this Manual. It contains the following forms:

Prep 1	Ministry Context
Prep 2	Personal Reflection
Prep 3	My Vision for my Ministry
Form A	Consultation before Ministry Review
Form B	Record of Ministry Review
Form C	Summary of Ministry Review

Prep 1, Prep 2 and Prep 3 are forms for your own use and to share with your Reviewer if you wish. These forms are retained by you. Form A, Form B and Form C together make up the official documentation for your Ministry Review and must be completed and returned.

- 3.29. 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.
- 3.30. 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 (*Form A*)
Identifying and reviewing your priorities (*Form B*)
Summarising the key points (*Form C*)

Step 1: Preparing for your Ministry Review

- 3.31. It is vital that you prepare carefully before your SSR or PR. You should study your copy of the Ministry Review documentation completed at your last Review. If you have mislaid your documentation please ask the Bishop's Office to send you a copy.
- 3.32. 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
- 3.33. 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. S/he may consult with the person who facilitated your last Review.

Step 2: Clarifying your vision

- 3.34. 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.

Clarifying your vision: stipendiary ordained ministers

3.35. If you are in parish ministry 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 Strategic Plan
- any other factors influencing your ministry

3.36. If you have been in your present job for more than a couple of years, it may be necessary before your Ministry Review to refresh your vision for your current ministry and then to revise the original parish profile. If the originally envisaged pattern of ministry needs to be re-written, you should consult your Incumbent, Team Leader, Churchwardens and/or colleagues as appropriate. The revised parish profile must be agreed by your Archdeacon or Area Bishop before it is used in your Ministry Review.

Clarifying your vision: non stipendiary ordained ministers, locally deployable ordained ministers and house for duty ordained ministers

3.37. If you have a non-stipendiary, locally deployable or house for duty position, your vision for your ministry in your current post may be formed by some or all of the factors listed in 3.35 above. Your vision should be reflected in your current Ministry Specification. This should be the main source of your priorities for the 18 months ahead. If you do not have an up-to-date Ministry Specification, contact your Diocesan Officer for a meeting with you and your Incumbent or Team Leader well before your Ministry Review is due. Your Diocesan Officer will assist with the development and approval of an up-to-date Ministry Specification.

Clarifying your vision: non parochial ordained ministers

3.38. If you are not in parish ministry (for example one of the Cathedral clergy or on the staff of the Bishop), your vision for your ministry in your appointment may be formed by some of the factors listed in 3.35 above, together with others such as the Dean's or Bishop's visions for their own ministries. Your vision for your ministry formed by these influences should be reflected in your current job description. This should be the main source of your priorities for the 18 months ahead. If this is out of date, you should discuss and agree a revised job description with the Dean, Bishop, or other appropriate person well before your Ministry Review is due.

Step 3: Consulting before your Ministry Review

- 3.39. 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. Form A **Consultation before Ministry Review** is used to gain their views. Fill in the details on a blank Form A and hand a copy to each person you have decided to consult. Ask them to complete and return their copies of Form A 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

- 3.40. 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 fulfillment 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 Form B.
- 3.41. 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

- 3.42. 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 Form C. Your Reviewer and you both sign Form C to confirm that you are happy that the Review process has been satisfactorily completed.

Senior Staff Reviews

- 3.43. Every three years your Ministry Review will be conducted by a member of the Senior Staff. Senior Staff Reviews follow the same process as Peer Reviews and use the same paperwork but with an added dimension.
- 3.44. 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 influence Diocesan policies on ministry. 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.

- 3.45. 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.
- 3.46. The matters discussed at your SSR will be agreed and noted on Forms B and C just as in a Peer Review, except that it may be helpful to you for the notes to be fuller and to range more widely.

The Review Meeting

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

- 3.47. ***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.
- 3.48. ***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 Form B (Record of Ministry Review). 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. Your Reviewer will note the outcomes of this part of your Review in column 4 of last time's Form B.
- At your first Review Meeting under this Scheme 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 last 18 months. Your Reviewer should note any points of significance in the summary on Form C (Summary of Ministry Review).
- 3.49. ***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 Form A (Consultation before Ministry Review). 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?
- 3.50. ***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.

3.51. **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 fresh copy of Form B (Record of Ministry Review). 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.

In column 1 note up to 3 priorities for your ministry

In column 2 note up to 3 supporting personal development priorities

In column 3 note one milestone or indicator of progress to which to refer at the next Review meeting 18 months on

3.52. **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 Form C (Summary of Ministry Review). 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 and date Form C.

The box overleaf headed Area Bishop's comments is not used where the Review has been conducted by the Area Bishop or another member of the Senior Staff but should be left blank. It is only used where the Review has been a Peer Review in which case the Area Bishop has the opportunity to add his comments.

What happens to the documentation after my Review?

3.53. At the end of the Review meeting you and your Reviewer must ensure that Forms A, B and C have been properly completed and that Form C bears the signatures 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 has been downloaded from the website and may not be doublesided.

3.54. 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 on Form C. You then reread the Forms to ensure that you are happy with the contents and add your own signature on Form C.

3.55. 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.

- 3.56. Once the Forms have been completed it is your responsibility to send them on to the relevant office. Preparation resources Prep 1, Prep 2 and Prep 3 are retained by you for your own records. **Documents which you retain after the Review meeting are in portrait format and are marked with X in the top right hand corner.** The completed Forms A, B and C are the ones you need to return. **Documents which you return after the Review meeting are in landscape format and are marked with Y in the top right hand corner.** You must ensure that you return **both** copies of Form B – the now completed Form B from your previous Review and the new copy of Form B which you have begun this time.
- 3.57. In the case of a Peer Review the Forms are returned to the Area Office for the attention of the Area Bishop. On Form C he may comment if he wishes before adding his own signature. The Forms then go to the Bishop's Office for the attention of the Bishop. On Form C he may comment if he wishes before adding his own signature. The Bishop's Office then makes a copy of Forms A, B, and C and sends it back to you for your records. The originals are then placed in your blue (personnel) file.
- 3.58. In the case of a Senior Staff Review the Forms are returned to the Bishop's Office for the attention of the Bishop. On Form C he may comment if he wishes before adding his own signature. The Bishop's Office then makes a copy of Forms A, B, and C and sends it back to you for your records. The originals are then placed in your blue (personnel) file.
- 3.59. 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.

Your Ministry Review Binder

- 3.60. A binder is provided for your Ministry Review documentation. It comes with:
- Prefaces from the Ordinal describing the ministries of Deacons and of Priests
 - a copy of this Manual
 - a sample Ministry Review Pack
- 3.61. You may also wish to keep the following in your Ministry Review Binder:
- your current Licence
 - an up to date copy of your Parish Profile or current Ministry Specification
 - a copy of the latest Diocesan Strategic Plan
 - a copy of your Deanery Strategic Plan
 - your copies of paperwork from previous Ministry Reviews
 - your copy of the current CMD brochure
 - records of and plans for your participation in CMD
 - your CV and other personal papers relating to your ministry