

DIOCESE IN EUROPE

THE CHURCH
OF ENGLAND



RECOMMENDATIONS FOR READERS' MINISTRY DEVELOPMENT REVIEW

2011

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MINISTRY DEVELOPMENT REVIEW FOR READERS

INTRODUCTION

This document is based on recommendations that have been drawn up by the Central Readers' Council of the Church of England.

Ministry Development Review (MDR) is founded on the assumption that all in licensed ministry, ordained or lay, are responsible to God for the ministry entrusted to them and that they are accountable to the Church and to one another for the way in which it is exercised and the opportunities taken: ministry is a gift and a trust for which each individual holds account. The review is about affirmation, celebration and encouragement as well as challenge. The process of the review, both preparation and the conversation itself, offer the opportunity to take time to reflect on past ministry, what has been achieved and what might have been handled differently, and to identify opportunities for development in the future.

MDR provides a structure for accountability to God, to the chaplaincy or congregation, to the Bishop whose licence we hold, and to the wider Church and society. It also reminds us of our shared responsibility with our colleagues in ministry and our responsibility to ourselves.

MDR gives opportunity to account for preparedness to grow and develop on the basis of experience and learning gained from it (*the Minister*), and it is also about how the work is done and how the individual may have made a difference (*the Ministry*). (See *Bishops' Regulations for Reader Ministry*, 5.4)

The national church has introduced a scheme for MDR for all clergy which will be part of their terms of licensing. These guidelines for Readers follow a similar pattern of review, taking into account the varied and voluntary nature of Reader ministry. Readers are increasingly mobile and there are constant transfers between dioceses, so this scheme is recommended to provide a uniformity of review.

GUIDELINES:

- 1.1 The Review Process: The reviewer** will usually be the Reader's chaplain but a Reader may ask the Warden of Readers to appoint a third party to undertake their review. However, the Reader's objectives should be set in consultation with the chaplain or supervising minister.
- 1.2 Feedback:** there is also opportunity in these guidelines for optional ministry feedback from colleagues or "critical friends". This is increasingly good practice in other professions and can be very constructive. The reviewer and the Reader may invite this feedback.
- 1.3 Confidentiality of review papers:** Pages 8 to 12 of the review papers are confidential between the reviewer and the Reader, as is the feedback from a colleague. Pages 13, 14 and Pages 20-25 should be returned to the Warden of Readers, the Rt Revd David Hamid, Diocese in Europe, 14 Tuffon Street, London SW1P 3QZ
- 2.1 Readers with Bishop's Permission to Officiate** (Readers over 70) are encouraged to participate in MDR but should be given the opportunity to opt out if appropriate.

- 2.2 An abbreviated return form of annual statistics** is also appropriate for Readers with Permission to Officiate, according to diocesan practice.
- 2.3 Readers Emeritus** (fully retired) are not required to participate in MDR.
- 3.1 The period between reviews** will depend on diocesan resources and custom, but a term of **three years** is recommended between Ministry Development Reviews. According to diocesan practice this may or may not be linked to relicensing.
- 4.1 Further review:** If the MDR is deemed to have been unhelpful or unsatisfactory by either the reviewer or the Reader, or there are special circumstances, then each should be able to consult with the Warden of Readers with a view to a further consultation with either the Warden or a third party.
- 5.1 The Annual Return of Ministry Statistics** should be completed each year, as required by Bishops' Regulations.
- 6.1 Ethnic origin:** the CRC is legally bound to prepare figures of the ethnic origin of all Readers nationally and a form is appended included which should be included with the annual statistics form.
- 6.2 Disability:** a optional question is also included to assist Wardens in providing support for Readers with disabilities.
- 7.1 Working Agreement:** All Readers should have a Working Agreement or Ministry Specification mutually agreed with their chaplain. Guidelines for drawing up a Working Agreement are included in this paper.

Reader Ministry Development Review: The Process for you, the Reader, and your Reviewer.

- **Fix appointment with reviewer - allow enough time!**
- **take your own time for reflection and preparation**
- **assemble relevant supporting papers (eg Working Agreement, Annual Return)**
- **mutually arrange feedback from colleagues with reviewer**
- **bring reflection and feedback to your review discussion**
- **review past year and set new objectives**
- **return summary form to Diocesan office**
- **take forward relevant Continuing Ministerial Education**

Your preparation:

Your reflection on the various areas identified in the Review will help you to prepare for the discussion. Some questions for reflection are suggested on a separate sheet. This process will probably complement your personal Spiritual Direction. It is recommended that input from others amongst whom you minister, lay or ordained, is also sought before the review; guidance notes and two alternative forms are provided for this.

Reflection on Roles and Responsibilities:

As you prepare for your Review discussion you may wish to think about your role and responsibilities in the following areas:

- Your responsibility to yourself and the development of your own vocation
- Your responsibility for, and roles within, the church/benefice in which you minister
- Your responsibilities to your colleagues in ministry
- Your roles and responsibilities in employment and the community
- Your responsibilities in the wider church life - diocesan, ecumenical
- Your responsibilities within your family circle

You may also wish to think about the general context that has shaped your ministry since your last review. This may include issues and challenges that have arisen, for example, changing family and domestic circumstances, changes of key people within the chaplaincy, a diocesan mission plan, church and society discussions, anything else which may have had an impact on your ministry.

Toolkit for Review:

Each ministry has its own features and nuances, and the use of a structured format for discussion and record should not imply that there is only one model for meeting our responsibilities. Rather it should ensure that the rich variety of Reader ministry is acknowledged and respected. The Review is designed to encourage exploration of the fulfilment of vocation, and how this is lived out in chaplaincy, work and community. It is based on the promises made by Readers as they are licensed.

The review is intended as a guide and not as a definitive list. The context of your own ministry and your own understanding of your vocation will shape the discussion. It should include reference to the priorities that were established in your previous review and agreed chaplaincy plans or diocesan strategies if appropriate.

The Review discussion:

Your reviewer will guide you through the discussion of the various aspects of the Ministry Review and will help you to consider the input that has been gathered from others.

Your future:

As part of the discussion, you and your Reviewer will identify and agree objectives and action. This will include areas you want to make a priority in your ministry, for instance, responsibilities to be fulfilled, skills and disciplines to be developed. Objectives for personal development can also be set.

You should keep these to a maximum of three Objectives for your Ministry and three Personal Development Objectives.

They should be SMART: Specific, Measurable, Achievable, Realistic, Time bound.

When identifying your objectives consider the following:

- What changes would you like to bring about?
- How will you do this?
- Do you need support, training or development to facilitate this change?
- Will this objective support your chaplaincy or diocesan mission strategy?
- How will you know whether the objective has been met?
- Would an action plan be helpful?
- How will you keep track of progress?

Following the Review meeting:

- A summary of the discussion will be written and agreed between the reviewer and the Reader.
- The summary will include outcomes and actions that you have identified, and a projected timescale.
- The summary will include identified CME needs.
- The summary is sent to the Warden of Readers who will forward a copy to the Director of Training.
- The summary can be kept in your diocesan file.

To assist you in the review the following papers are included:

- Questions for reflection
- Toolkit for the review, including a summary and CMD needs, also Guidance for Feedback from colleague and Feedback forms from colleague (2 alternatives)
- Guidance for drawing up a working agreement
- Annual statistics return (Reader ministry undertaken)

TOOLKIT FOR READER REVIEW: REFLECTION BASED ON PROMISES MADE AT LICENSING:

- 1. Do you believe that God has called you to this ministry?**
 - Am I being true to the vocation that has brought me to this point?
 - Is my ministry flourishing and growing - can I set objectives for the future that will develop my ministry and help me to fulfil my vocation further?
 - Does my ministry include elements of evangelism and mission that seek to further the kingdom of God?

- 2. Will you be faithful in leading the people of God in worship, and in preaching the word to them?**
 - Are there areas of public worship in which I need further training?
 - Is the feedback I receive from my colleagues and members of the congregation helpful, constructive, revealing points that need addressing?
 - Do I give enough time and attention to preparation and background reading to preach?

- 3. Will you be diligent in prayer, in reading holy Scripture, and in all studies that will deepen your faith, and fit you to bear witness to the truth of the Gospel?**
 - Are my patterns of prayer, personal reflection and study sustaining and challenging me as a minister of Christ?
 - Has the CME I have undertaken in the last year helped me to grow and contributed towards my development and personal objectives?
 - Have I implemented what I have learned and discovered over the last year?

- 4. Will you endeavour to fashion your life according to the way of Christ?**
 - As I reflect on my daily life does it honour the pattern I know to be true to the Christian gospel, and take account of the relationships within it.
 - Do I give sufficient opportunity for time and space for myself and my family, with days off, a retreat, holidays?
 - Are there concerns for my own welfare and that of my family or colleagues?

- 5. Will you promote unity, peace and love in the church and in the world and especially among those whom you serve?**
 - As I reflect on my daily life, how do I take my ministry to the people among whom I find myself?
 - Is my ministry effective in environments other than church and public worship and are my relations with the world reflective of the gospel?
 - Is my pastoral ministry in the community adequately resourced?
 - Where are the "scratching places" in my ministry?
 - Am I a facilitator of unity within my own chaplaincy?

- 6. Will you work closely with your colleagues in ministry and encourage the gifts of others?**
 - How are my relationships with my ministry colleagues - do we encourage growth in each other?
 - Are there ways in which we could improve our working relationships and methods of working?
 - What gifts can I/do I offer to others in their spiritual journey?

THE REVIEW - OBJECTIVES - CME NEEDS - SUMMARY

REVIEW of the period since my last review in20..

To be completed by the Reader before the Review meeting.

1. Have there been any major changes in my personal or ministerial circumstances during this time? How should the development of my ministry reflect this?

| |
|--|
| |
|--|

2. How far have I achieved the objectives I set last time? Please summarise achievements and note objectives still in progress.

(a)Personal Development Objectives

i.

ii.

iii.

(b)Ministry Objectives

i.

ii.

iii.

3. Over this period, what have been the most rewarding and/or satisfying experiences in my ministry? Are these the most fruitful areas or not?

| |
|--|
| |
|--|

4. What factors (in the situation and/or in myself) contributed to these rewarding experiences of ministry?

| |
|--|
| |
|--|

5. What experiences of ministry in this period gave me frustration or dissatisfaction?

| |
|--|
| |
|--|

6. What factors (in the situation and/or in myself) contributed to this dissatisfaction or frustration?

| |
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7. What is my understanding of the activity of God in my life and ministry during this period, and how might this influence the priorities for my future ministry?

| |
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|--|

8. How have my ministry activities reflected my working agreement with the chaplain and does the agreement need to be changed?

| |
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|--|

9. Please note any reflections on the input to this process received from others

| |
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|--|

SPECIFIC CONCERNS

The intention of these two boxes is to allow you to suggest specific priorities for attention during your review meeting. These do not limit the scope of discussion, but identifying them here ensures that they can be given due time and attention.

1. Particular areas on which I would like to focus in this review

| |
|--|
| |
|--|

2. I should like to raise these other matters (any concerns, questions or relevant information which does not arise out of the process so far)

| |
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| |
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Pages 8, 9 and 10 can be filled in and sent/given to the reviewer before the Review meeting.

OBJECTIVES for the next review period

Try and identify areas for objectives during your review discussion. It may be helpful to reflect and refine your objectives over a few days and return to finalise them with your reviewer. You are encouraged to include a **maximum** of three objectives in ministry and three personal development objectives. Also try and note some indication of the following;

- key steps to be taken to move towards the objective
- training and other resources required to help this
- how the objective will be seen to have been reached (criteria)
- the likely timescale

(a) Personal Development Objectives

| | |
|--|--------------------------------|
| <p>i. Objective:</p> <p>Key steps:</p> <p>Resources:</p> <p>Criteria:</p> <p>required, if appropriate:</p> | <p>Completion date or time</p> |
| <p>ii. Objective:</p> <p>Key steps:</p> <p>Resources:</p> <p>Criteria:</p> <p>required, if appropriate:</p> | <p>Completion date or time</p> |
| <p>iii. Objective:</p> <p>Key steps:</p> <p>Resources:</p> <p>Criteria:</p> | |

(b)Ministry Objectives

| | |
|--|--|
| <p><i>i. Objective:</i></p> <p><i>Key steps:</i></p> <p><i>Resources:</i></p> <p><i>Criteria:</i></p> <p><i>required, if appropriate:</i></p> | <p><i>Completion date or time</i></p> |
| <p><i>ii. Objective:</i></p> <p><i>Key steps:</i></p> <p><i>Resources:</i></p> <p><i>Criteria:</i></p> <p><i>required if appropriate:</i></p> | <p><i>Completion date, or time</i></p> |
| <p><i>iii. Objective:</i></p> <p><i>Key steps:</i></p> <p><i>Resources:</i></p> <p><i>Criteria:</i></p> <p><i>required if appropriate:</i></p> | <p><i>Completion date, r time</i></p> |

SUMMARY OF CONTINUING MINISTERIAL EDUCATION NEEDS:

From the objectives you have set above what learning and development needs have you identified? **(Copy to be sent to the Warden of Readers)**

| |
|---|
| Learning and development needs identified: |
| |

| |
|---|
| How can these learning needs be met? |
| |

| |
|---|
| What action needs to be taken and by whom? |
| |

| |
|---|
| Who will support me in meeting these objectives? |
| |

| |
|------------------------------|
| Anticipated timeframe |
| |

Name

Reviewer:

Chaplaincy.....

Date

A copy of this page will be sent by the Warden of Readers to the Director of Training

This information will assist the diocese in planning the provision of CME in the coming year.

REVIEW SUMMARY RECORD SHEET (Copy to be sent to the Warden of Readers)

| | |
|-----------------------------|------------------------------|
| Reviewer's comments | Date of Review: |
| | |
| Name & Signature | Date..... |

| | |
|-----------------------------|-------------------|
| Reviewee's comments | |
| | |
| Name & Signature | Date |

After you have made your comments the Reviewer will send the completed form to the Warden for any comment and for filing on your diocesan file. You and your Reviewer should keep copies. You are responsible for following up the objectives and actions agreed in the review.

| |
|--------------------------|
| Warden's comments |
| |

Signed.....

Date.....

GUIDANCE ON FEEDBACK FROM A COLLEAGUE

It is now common practice in a number of professions to seek feedback from colleagues and friends when doing an annual or periodic review. Receiving feedback on his or her ministry is a real opportunity for a Reader to learn more about what works well and what is not working. You, as a friend, are being asked to give feedback because you have been identified as someone whose views would be valued as part of the Reader's ministry development.

Try to

- act as a 'critical friend', giving feedback that will both encourage and affirm but also identify areas where there are challenges that may need to be faced.
- give feedback based on your own experience, not what others have said.
- be honest, your feedback will help the Reader gain understanding of his or her strengths and development opportunities. The focus of this process is development and improvement.
- express your feedback sensitively.

Try to avoid

- letting any recent, exceptional, events influence your feedback either positively or negatively. Try to reflect typical performance.
- letting a single incident or experience disproportionately affect the feedback you give.
- letting your personal relationship with the person disproportionately affect the feedback you give, try to focus objectively on performance.
- giving bland responses that avoid positive or negative comments.

READER REVIEW: FEEDBACK FROM A COLLEAGUE:

ALTERNATIVE FORM 1

CONSULTATION BEFORE READER MINISTRY DEVELOPMENT REVIEW

Feedback for offered by:

Name

Position or role

Date

| |
|--|
| Generally speaking, how do you think I am getting on in my ministry? |
| Please tell me what you think my gifts are as a minister. |
| Are there ways I could use these gifts more effectively? |
| Please tell me where you think my ministry needs to grow and change. |
| Do you think those amongst whom I minister have significant needs I am not currently meeting? |
| Please tell me if there are any relationships I should try to improve |
| Have you any other comments which could be helpful in my preparation for my Ministry Review? |

READER REVIEW: FEEDBACK FROM A COLLEAGUE

ALTERNATIVE FORM 2

CONSULTATION BEFORE READER MINISTRY DEVELOPMENT REVIEW

Feedback for offered by

What is your relationship to the reviewee?

Which particular areas of their ministry are you commenting on?

| | |
|--|--|
| <p>What is working?</p> <p>→</p> | <p>What isn't working yet?</p> <p>↓</p> |
| <p>↑</p> <p>What is possible?</p> | <p>What is missing?</p> <p>←</p> |

DRAWING UP A WORKING AGREEMENT

Bishops' Regulations for Reader Ministry state that

5.2: "Readers should have a written **Working Agreement** with their Incumbent or minister" and this should take into account:

1. *The particular expression of the individual's ministry;*
2. *the role of the Reader in the local ministerial team and in relation to the chaplaincy council;*
3. *the arrangements for post-admission training and regular attendance at Reader meetings;*
4. *the balance between their commitments as Readers and the requirements of their family, work and leisure;*
5. *the arrangements for reimbursement of expenses incurred through performance of the Reader's duties;*
6. *the arrangements for regular meetings between Reader, clergy and other staff.*

This agreement should be regularly reviewed by Reader and chaplain together, normally, once a year, and at the time of the renewal of licence.

5.4: *Periodically Readers should undergo a formal in-depth review of their ministry; it is recommended that such a review take place every three or five years paying attention to areas of fulfilment and satisfaction, noting opportunities for expansion of ministry or re-deployment, and needs for refreshment or retraining. ... Subject to issues of confidentiality, a brief summary should be placed in the Reader's records.*

ANNUAL STATISTICS RETURN

Bishops' Regulations for Reader Ministry state:

5.3 *Readers should keep a record of services led, sermons preached, training attended and other ministry exercised, and, when requested, report to the Warden or an appointed delegate. The report should be discussed with the incumbent who should be asked to countersign it and add appropriate comments.*

This return should enable the Warden of Readers to identify any pastoral concerns such as under use or over work, and highlight more specific gifts and skills, such as funeral ministry, bereavement counselling, work with young people, or ministry in the workplace.

This is also an opportunity to review the level of Continuing Ministerial Education attended in the past year, and immediate needs for the coming year. CME needs should be forwarded to the diocesan office.

Chaplains are encouraged to value the annual opportunity to review their Reader's ministry undertaken during the year. The MDR will go into more depth every three years or at the renewal of a Reader's licence.

DIOCESE IN EUROPE STATISTICS RETURN

Year/Period ending

Please complete and return this form to the Warden of Readers, the Rt Revd David Hamid, Diocese in Europe, 14 Tuffon Street, London SW1P 3QZ by.....

Personal Information:

| | | |
|---|-------------------------------------|---|
| Name | | |
| Address | | |
| Phone numbers <ul style="list-style-type: none"> • Home • Work • Mobile • Other | | Email address: |
| | | Date of Birth: |
| Occupation (previous if retired) | | |
| Chaplaincy | | |
| Main area of ministry if other than in a parish | | |
| Please tick as appropriate | Licensed Reader | Authorised to take funerals |
| | Reader with Permission to Officiate | Authorised to lead Public Worship with Communion by Extension |

List any skills or abilities you have that you would be willing to share with other people or parishes - *professional skills (e.g. legal or administrative); leisure interests (e.g. photography or cooking, ministry skills (e.g.family service).*

| |
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| |
|--|

MINISTRY ACTIVITIES IN PERIOD

In you own church

How many services have you **led** in your own church:

| | | | | | | | |
|---------------------------|------|--------------------|-------|-----------------------|-------|-------------------|-------|
| Morning Service/Matins | | Evening Worship | | Family Service/AAW | | Home Communion | |
|---------------------------|------|--------------------|-------|-----------------------|-------|-------------------|-------|

Other services e.g. crib service, residential home.
Please list them and the number you have led.

-
-

How many services have you **preached at** in your own church
(including ones you led yourself):

| | | | | | | |
|--------------------|-------------------------------|-------|---------------------------------|-------|-------------------|-------|
| Eucharist | Morning Worship/ Matins | | Evening worship/ Evensong | | Family Service | |
|--------------------|-------------------------------|-------|---------------------------------|-------|-------------------|-------|

Other services e.g. crib service, residential home.
Please list them and the number you have preached at.

-
-

If you are trained to take **funerals** where have they been and how many?

If you are trained and authorised to take **Public Worship with Communion by Extension**, how many times have you led this service?

| | | | |
|--------------------|-------|-----------|-------|
| In your own church | | Elsewhere | |
|--------------------|-------|-----------|-------|

In other places

| | |
|--|----------------|
| How many services have you led other than at your own church | No of services |
| <ul style="list-style-type: none"> • • | |
| Show many services have you preached at other than your own church (including ones you led yourself). | No of services |
| <ul style="list-style-type: none"> • • | |

Other activities

| |
|---|
| What other leadership roles have you undertaken? <i>E.g. house group; lent group</i> |
| |
| What other ministerial work have you undertaken? <i>E.g. visiting; counselling</i> |
| |
| What has challenged you this year? What doors have you pushed open? |
| |
| Do you engage with the community? |
| |
| If you have permission to officiate in any other diocese please state which. |
| |

Continuing Personal Development

| |
|--|
| What training related to your ministry have you undertaken during the last year? |
| |
| What training would you have liked - whether or not it is currently provided? |
| |
| What resources (books, websites etc) have you come across in the last year that might be of interest to others. <i>This may be shared anonymously across the Reader network.</i> |
| |

Ministry Development

| | |
|---|--------|
| Do you have a working agreement with your chaplain? | Yes/No |
| When was your last in-depth ministry review (MDR) with your incumbent? | |
| If you have a work consultant/spiritual director how often do you meet? | |
| If you do not have a work consultant/spiritual director would you like to find out more about them? | Yes/No |
| How do you see your ministry developing over the next year? What resources would help? | |
| | |

| | |
|--|---------------|
| <p>Would you be prepared to help with ministerial needs in nearby congregations? <i>This might be on an occasional, regular or short term basis and would be subject to agreement with all parties.</i></p> | <p>Yes/No</p> |
|--|---------------|

Please discuss the information on these sheets with your chaplain before asking for a counter signature.

If there are any matters you would like to discuss in confidence please contact the Warden of Readers.

Signed (Reader).....

Signed
 (Incumbent)

Date

| |
|--|
| <p>Chaplain's comments:</p> |
| |

| ETHNIC GROUPING | | |
|---|----------------------------|--|
| The ethnic groupings listed below follow the standard established by the 2001 Government census. <i>Please indicate with a tick</i> | | |
| a) White | British | |
| | Other white background | |
| b) Mixed | White & Black Caribbean | |
| | White & Black African | |
| | White & Asian | |
| | Any other mixed background | |
| c) Asian or Asian British | Indian | |
| | Pakistani | |
| | Bangladeshi | |
| | Any other Asian background | |
| d) Black or Black British | Caribbean | |
| | African | |
| | Any other Black background | |
| e) Chinese or other ethnic group | Chinese | |
| | Any other | |

(Note: once the reply to the question on Ethnic Grouping has been entered in diocesan records, it should not need to be asked in subsequent years.)

| | |
|--|--------|
| Optional question | |
| Disability: The following questions regarding deafness and disability are for statistical purposes only and will be collated by the Church of England National Adviser for Ministry of and among Deaf and Disabled people.' | |
| Do you consider yourself to be disabled? | YES/NO |
| Are you profoundly Deaf (Sign language user)? | YES/NO |
| Do you have a qualification in British Sign Language, if so to what level?' | |

Please return this form to the Ministry Team Administrator, Diocese in Europe, 14 Tufon Street, London SW1P 3QZ or e-mail it to margaret.jeffery@churchofengland.org

