

## PASTORAL EVALUATION TOOL for CONGREGATIONS

January 8, 1985

MEMO

TO: Congregation Pastors and Presidents:

A special Task Force of pastors, using materials from other Districts, and their own sharing and experience, produced the enclosed evaluation instrument. It is designed to assist congregations and pastors to engage in regular evaluation of the ministry of the congregation. The instrument provides opportunity to study and re-assess not just pastoral activity but also the ministry of the leaders and members of the congregation. It should give the Board of Elders and pastor a good resource for self-examination once a year. Perhaps each January would be a good goal. It could also be a helpful process to be completed sometime before a planning council would begin work. Pastor and elders could find such a searching evaluation most helpful to their total grasp of ministry and also to their close relationship as spiritual leaders of the congregation. It is designed to be objective, and not a threat to either pastoral or lay leadership.

One of the salutary by-products certainly could be a clearer understanding of the congregation's mission. It would be important to put it in a clear and effective statement of mission. Also it will help leadership to be more precise in clarifying expectations - those of the pastor by the congregation as well as those of the congregation by the pastor. Certainly one result will be making setting of priorities for short term and long range views of the ministry much easier and more productive. Also it will enable an assessment of areas of ministry for which continuing education and in-service training will be helpful in the development of pastoral knowledge, skills, and attitudes thus equipping the pastor for greater and more effective service.

I pray that God through His Spirit may bless the use of this instrument for the pastors and congregations of the District.

In Christ,

L. Lloyd Behnken

P.S. The pastors who were Task Force members are: Dr. Marlin Mentz, Pastor Tom King, Pastor Rick Armstrong, Pastor Rod Pasch, Pastor Paul Doellinger, Pastor Peter Hoffman, Pastor Russ Johnson.

The work was reviewed by the Division of Ministry and Nurture of the Board of Directors: Dr. Gruell, Pastor Strickert, Pastor Seaman, and the President.

L.L.B.

## EVALUATION INSTRUMENT

Many congregations and pastors are finding that it is helpful both to the congregation and to its pastor to have regular and systematic evaluations of the pastor and his ministry in that congregation. Because the ministry is more a *role* (or more precisely a number of *roles*) rather than merely a *job*, the following instrument for pastoral evaluation does not approach the ministry on the basis of a *job description* outlining what the pastor is expected to do, preparing criteria for measuring his level of performance, and then matching performance against the expectations contained in the job description.

Rather than viewing the ministry in such a *business-like* manner, this instrument approaches the ministry as a divine institution built upon the Biblical foundation given in Scriptural passages such as the following:

*Again Jesus said, >Peace be with you! As the Father has sent me, I am sending you.=  
And with that he breathed on them and said, >Receive the Holy Spirit. If you forgive anyone his sins, they are forgiven; if you do not forgive them, they are not forgiven.=  
(John 20:21-23 NIV)*

*Keep watch over yourselves and all the flock of which the Holy Spirit has made you overseers. Be shepherds of the church of God, which he bought with his own blood.  
(Acts 20:28 NIV)*

*It was he who gave some to be apostles, some to be prophets, some to be evangelists, and some to be pastors and teachers, to prepare God=s people for works of service, so that the body of Christ may be built up...  
(Ephesians 4:11-12 NIV)*

Building upon this Biblical institution of the office of the holy ministry, the church has recognized that its ministers will serve in the following roles: (1) Preacher, (2) Priest, (3) Shepherd (Pastor), (4) Teacher, (5) Evangelist, (6) Administrator, and (if he chooses to marry and have children), (7) Model of a Christian husband and father to the congregation.

When a member congregation of the Lutheran Church - Missouri Synod calls a man to be its pastor, along with the call document it also issues to him a document entitled: *Supplement to the Diploma of Vocation: Pastor* in which the congregation authorizes and obligates him to fulfill the following roles:

- (1) PREACHER - *To administer to us the Word of God in its full truth and purity as contained in the Sacred Scriptures of the Old and the New Testament and as set forth in the confessional writings of the Evangelical Lutheran Church as found in the Book of Concord;*
- (2) PRIEST - *To administer the holy sacraments in accord with their divine institution;*
- (3) SHEPHERD - *To perform the functions of a pastor in an evangelical manner; to aid, counsel, and guide members of all ages and social conditions; to visit the sick and the dying; to admonish the indifferent and the erring; to guide the congregation in applying the divinely ordained discipline of the church agreeably to the Word of God;\**

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\* The last line of this paragraph is a separate line on the *Supplement*, but it is here combined with the preceding lines because both speak to the *Shepherd* role.

January 8, 1985

- (4) TEACHER - ATo guard and promote faithfully the spiritual welfare of the members of this congregation, in particular to instruct the catechumens, both children and adults, in the Word of God and thus prepare them for communicant membership in the church;@
- (5) EVANGELIST - ATo promote and guide the mission activity of the congregation as it is related to the local community and to District and Synodical endeavors, in particular to train workers and guide them in evangelism activities and to enlist the support of the congregation for mission work generally;@
- (6) ADMINISTRATOR - ATo assist the congregation in adopting administrative policies and procedures which will help it carry out the mission of a Christian congregation;@
- (7) CHRISTIAN MODEL - ATo serve the congregation as an example of Christian conduct, to endeavor earnestly to live in brotherly unity with the members of the congregation and fellow workers and sister congregations in the District and the Synod, and by the grace of God to do everything possible within the sphere of his calling toward the edification of the congregation and the upbuilding of the church in Christ, both locally and generally.@

Just as the congregation authorizes and obligates its pastor to fulfill these roles as he carries out his ministry in their congregation, so do the members of the congregation obligate themselves to fulfill the following roles toward their pastor:

- (1) PARTNERS IN THE GOSPEL - ATo receive our minister-elect as a servant of Jesus Christ, to give him the honor and love and obedience which the Word of God prescribes, to aid him by word and deed, and to support him with our diligent, faithful assistance and prayers;@
- (2) CHRISTIAN DISCIPLES - ATo make faithful and regular use of the means of grace that God=s enabling power may have free course among us to the end that we may carry out our God-given ministry to the service and glory of God and the welfare of all;@
- (3) CHRISTIAN STEWARDS - ATo provide for his proper maintenance according to our ability and to review his salary, housing arrangements, and all allowances periodically;@

THIS SECTION SHOULD BE FILLED OUT BY THE BOARD MEMBERS EVALUATING THE PASTOR.  
(If the item is not perceived - write in NP)

1. THE ROLE OF PREACHER

Low    1   2   3   4   5   High

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a. Preaches well; God's Word is made alive and related to our life situation in his sermons.

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b. Prepares adequately for preaching; stays fresh; sermons are easy to follow and to understand.

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c. Is faithful in his preaching to the teachings of Scripture and the Lutheran Confessions.

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d. Uses illustrations well to make the points of the sermon clear and related to our lives.

\_\_\_ \_\_\_ \_\_\_ \_\_\_ \_\_\_

e. Involves his personality in the sermon and thereby helps to make it believable.

2. THE ROLE OF PRIEST

Low    1   2   3   4   5   High

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a. Leads the worship services well; comes across as sincere and interested in what is taking place in the liturgy.

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b. Provides us with a variety in our worship life so that our worship remains fresh and alive and does not become dull and boring.

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c. Provides for the orderly administration of the Sacraments so as to meet the spiritual needs of the congregation.

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d. In planning the worship service with the responsible boards of the congregation, he invites input from us and takes seriously our suggestions.

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e. Is sensitive to our needs when making changes or introducing new aspects to the liturgy.

3. THE ROLE OF SHEPHERD

Low      1     2     3     4     5      High

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a. Is sensitive to people, alert to our spiritual needs, and responds quickly when there is a crisis.

b. Is a good listener whom we can trust with confidential matters.

c. Is accessible - in an emergency we usually know how to contact him.

d. Regularly visits the sick, the dying, the bereaved, and the troubled.

e. Provides us with counseling within the limits of his abilities and makes referrals when necessary.

f. Affirms, supports, and encourages us in our life and in our ministry.

4. THE ROLE OF TEACHER

Low      1     2     3     4     5      High

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a. Is directly involved in teaching the Word of God to youth and/or adults in the congregation.

b. Devotes sufficient time and study to prepare for his teaching assignments.

c. Relates the Word of God to our lives and the situations we face in today's world.

d. Encourages us to continue our Christian education beyond confirmation and expects us to participate in the educational programs of our church.

e. Provides us with adequate opportunities to become engaged in regular study of God's Word.

f. Helps us motivate, recruit, and train teachers for the educational program of our church.

5. THE ROLE OF EVANGELIST

Low    1   2   3   4   5   High

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a. Helps us to become better witnesses to our faith by providing us with training for witnessing.

b. Personally contacts new people in our congregation and in our community.

c. Helps us to become aware that evangelism is the responsibility of all of the members of the congregation.

d. Helps us welcome new people into our fellowship and bring them into the life of our congregation.

e. Presents the work of the church on the District and Synodical level and encourages our support for the mission outreach of the church on these levels.

6. THE ROLE OF ADMINISTRATOR

Low    1   2   3   4   5   High

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a. Works well with leaders of the congregation and encourages them as they do their work.

b. Shepherds the on-going programs of the congregation and coordinates, advises, and evaluates what is happening with the leaders of the congregation.

c. Promotes biblical principles in stewardship matters and challenges us to place our time, talents, and treasures in the Lord's service.

d. Keeps appointments and generally fulfills his promises to us.

e. Works at sharpening his own leadership and professional skills through continuing education, attending conferences and seminars, and regular personal study.

## THE ROLE OF CHRISTIAN MODEL

Low    1   2   3   4   5   High

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a. Is a good example of the Christian life for us by his words, actions, and attitudes.

b. Is not overly concerned for his own status and is more ambitious for the Church than for himself.

c. Follows a regular program of prayer and devotion to maintain his own spiritual health.

d. Takes seriously his role of husband and father and devotes adequate time to his family.

e. Takes seriously his need to maintain his own emotional, mental, and physical health by taking time for relaxation, hobbies, exercise, and entertainment.

THIS SECTION SHOULD BE FILLED OUT BY ALL BOARD MEMBERS AND ALSO BY THE PASTOR.

1. THE CONGREGATION' ROLE AS PARTNERS IN THE GOSPEL

Low      1     2     3     4     5      High

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a. This congregation clearly defines to the pastor what it expects of him and of his ministry.

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b. This congregation is able to accept this pastor as he is, for himself, with his own unique set of strengths and weaknesses.

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c. This congregation provides the resources necessary for the ministry and the programs it expects its pastor to carry out.

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d. This congregation allows the pastor to be human and is forgiving when he makes mistakes, fails, and sins.

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e. This congregation is helpful and constructive in its responses and criticism rather than destructive and blaming.

2. THE CONGREGATION' ROLE AS CHRISTIAN DISCIPLES

Low      1     2     3     4     5      High

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a. The congregational members are faithful in their worship and communion attendance.

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b. The congregational members respond with involvement in the Bible studies and other educational opportunities which are presented to them.

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c. The congregational members support the various programs of the congregation with their time, their talents, and their treasures.

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d. The congregational members are willing to give of their spiritual gifts to serve the congregation as officers, board members, and on special projects.



3. THE CONGREGATION' ROLE AS CHRISTIAN STEWARDS

Low      1     2     3     4     5      High

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a. The congregation provides the pastor with a salary that is adequate for his needs in this particular community and at this stage of his life and ministry.

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b. The congregation regularly review salary, automobile, and housing arrangements to make sure that they are keeping pace with changing economic conditions.

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c. The congregation allows the pastor to become involved in continuing educational programs and provides him with the financial resources and time to continue his professional growth.

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d. The congregation provides the appropriate office and equipment for the day to day operation of its ministry.

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e. The congregation provides appropriate volunteer and/or paid staff to enable its ministry to be fulfilled.

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f. The congregation undergirds the staff in their personal, professional, and spiritual growth.

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g. The congregation encourages the pastor to take adequate time off so that he can meet his own personal needs and his family obligations adequately.

Hours per week expected of the pastor:

On the first line circle your expectation as to how many hours your pastor should work per week.

On the second line underline the number of ours you think he actually puts in per week.

30 – 35    40 – 45    45 – 50    50 – 55    60 – 65    Over 65

30 – 35    40 – 45    45 – 50    50 – 55    60 – 65    Over 65

After this form has been completed by the members of the responsible board and the pastor, the responses should be discussed, and appropriate recommendations for improvements should be forwarded to specific boards and committees in the congregation as well as to the pastor himself.