

STAFF EVALUATION

Staff Member _____

Job Title _____

Evaluator _____

Date _____

PRIOR to meeting with the Staff member:

- Ask the Staff member to fill out Part 2 of the Evaluation Form
- Review the Staff member's current job description
- Review the Staff member's last evaluation (if applicable)

AFTER meeting with the Staff member:

- Both parties sign the Evaluation Form
- Send a copy of the signed form to the Lead Pastor
- Update Staff member's job description (if necessary)
- File signed evaluation accordingly

Part 1: Evaluator Review

Choose the wording that best describes job performance and then circle either the high or low number next to the description to indicate the numerical rating selected. **Write notes in the margins for added clarity.**

1. DEALING WITH INSIDE PEOPLE

Extent to which staff member cooperates with and effectively influences those with whom he/she comes in contact (includes showing respect and communicating effectively with staff and others)

- 1 – 2 Relations too ineffective to retain in job without improvement
- 3 – 4 Somewhat less effective than required by job
- 5 – 6 Maintains effective working relations with others
- 7 – 8 Ability exceeds normal job requirements
- 9 – 10 Extraordinary ability, beyond the scope which present job can fully utilize

2. DEALING WITH OUTSIDE PEOPLE

Extent to which staff member cooperates with and effectively influences those with whom he/she comes in contact (includes showing respect and communicating effectively with church leaders, members, etc.)

- 1 – 2 Relations too ineffective to retain in job without improvement
- 3 – 4 Somewhat less effective than required by job
- 5 – 6 Maintains effective working relations with others
- 7 – 8 Ability exceeds normal job requirements
- 9 – 10 Extraordinary ability, beyond the scope which present job can fully utilize

3. JOB KNOWLEDGE

Extent of job information and understanding possessed by staff member (includes acquiring necessary new information)

- 1 – 2 Knowledge inadequate to retain in job without improvement
- 3 – 4 Lacks some required knowledge
- 5 – 6 Knowledge fully satisfies job requirements
- 7 – 8 Very well informed on all phases of work
- 9 – 10 Extraordinarily well informed, beyond what present job can fully utilize

4. ACCURACY

Correctness in performance of work duties and responsibilities

- 1 – 2 Makes very frequent errors. Requires close supervision
- 3 – 4 Careless; makes more than acceptable number of errors. Requires extra supervision
- 5 – 6 Usually accurate; makes average number of errors. Requires average supervision
- 7 – 8 Very accurate most of the time. Requires little supervision
- 9 – 10 Highly accurate almost all of the time. Requires virtually no supervision

5. EFFECTIVENESS

In carrying out programmatic goals and attaining objectives

- 1 – 2 Clearly unsatisfactory attainment; corrective action indicated
- 3 – 4 Just getting by; needs improvement
- 5 – 6 Satisfactory attainment
- 7 – 8 Above average attainment
- 9 – 10 Superior attainment; highly meritorious performance

6. EFFICIENCY

In completing a normal amount of work in a timely manner

- 1 – 2 Not meeting minimum requirements; corrective action indicated
- 3 – 4 Barely completing work on time; underestimates time required to complete tasks
- 5 – 6 Amount and timeliness of work is satisfactory
- 7 – 8 Industrious ... exceeds the norm
- 9 – 10 Highly industrious ... superior work output

7. JUDGMENT/DISCRETION

Extent to which decisions and actions are appropriate and based on sound reasoning and weighing of possible outcomes

- 1 – 2 Judgment too poor to retain in job without improvement
- 3 – 4 Judgment not entirely adequate to meet demands of the job
- 5 – 6 Exercises good judgment in various circumstances arising on the job
- 7 – 8 Excellent judgment in determining the proper course of action
- 9 – 10 Superior judgment at all times

8. INITIATIVE

Extent to which staff member is a "self-starter" in attaining job objectives

- 1 – 2 Lacks sufficient initiative to retain in job without improvement
- 3 – 4 Lacks initiative in some respects
- 5 – 6 Displays satisfactory initiative
- 7 – 8 Shows above average initiative
- 9 – 10 Extraordinary initiative

9. ATTITUDE

Amount of interest, enthusiasm, and positive intent shown on the job

- 1 – 2 Attitude too poor to retain in job without improvement
- 3 – 4 Attitude poor in some respects
- 5 – 6 Good attitude
- 7 – 8 Very positive, interested and enthusiastic
- 9 – 10 Exceptionally positive attitude at all times

10. ADAPTABILITY

Extent to which staff member adapts to changes in work situation

- 1 – 2 Does not adapt enough to retain in job without improvement
- 3 – 4 Resists changes in work situation
- 5 – 6 Adapts to changes with little difficulty
- 7 – 8 Very quickly adapts to changes
- 9 – 10 Highly adaptable in all situations

11. PRESENTATION OF SELF

General physical and verbal appearance put forth to people inside and outside the association

- 1 – 2 Represents association too unfavorably to retain in job without improvement
- 3 – 4 Presentation of self needs some improvements
- 5 – 6 Presentation of self is satisfactory
- 7 – 8 Always represents association well
- 9 – 10 Exceedingly favorable presentation to all people at all times

12. DEPENDABILITY

Extent to which staff member can be counted upon to carry out instructions, be on the job, and fulfill responsibilities

- 1 – 2 Too unreliable to retain in job without improvement
- 3 – 4 Dependability is not fully satisfactory. Often tardy, etc
- 5 – 6 Fully satisfies dependability of the job
- 7 – 8 Above average dependability
- 9 – 10 Extraordinary dependability in all respects

13. CREATIVITY

Extent to which staff member thinks, acts, and communicates in unique and innovative ways

- 1 – 2 Job performance lacks any significant measure of creativity
- 3 – 4 Struggles to think creatively
- 5 – 6 Expresses normal and acceptable levels of creativity
- 7 – 8 Almost always thinks and communicates in creative ways
- 9 – 10 Extremely creative and innovative, beyond what present job can fully utilize

14. ATTENDANCE

Staff meetings, ministry programs, and other normal staff events

- 1 – 2 Excessive absenteeism; must improve to retain in job
- 3 – 4 Often absent; poses a problem
- 5 – 6 Seldom absent
- 7 – 8 Excellent attendance at most meetings and events
- 9 – 10 Almost perfect attendance

15. RESTRAINT

Extent to which staff member avoids ideas or plans that distract from Heritage vision

- 1 – 2 Total inability to say “no” to a “good” idea
- 3 – 4 Often participates in initiatives that fail to promote Heritage vision
- 5 – 6 Usually uses good discernment in choosing opportunities
- 7 – 8 Excellent personal focus
- 9 – 10 Always exhibits clear focus and causes others to do the same

16. TEAMBUILDING

Staff member’s ability to conduct ministry by attracting and leading a team

- 1 – 2 Total inability to build teams
- 3 – 4 Frequently struggles to build or maintain teams
- 5 – 6 Moderate at team building
- 7 – 8 Excellent team building skills
- 9 – 10 Incredibly strong team builder; ministers effectively through others

17. FUNCTIONING AS A TEAM PLAYER

Staff member’s ability to work with a group, putting the team’s vision ahead of his/her own

- 1 – 2 Hinders group performance
- 3 – 4 Struggles to work on a team
- 5 – 6 Usually flows well on a team
- 7 – 8 Very good team member; always positive
- 9 – 10 Excellent team player; consistently makes the team better

18. HANDLING OF CONFLICT

Staff member’s ability to engage in and value productive conflict and/or criticism

- 1 – 2 Does not handle conflict well at all
- 3 – 4 Often responds negatively to conflict
- 5 – 6 Usually responds well to conflict
- 7 – 8 Consistently promotes reconciliation
- 9 – 10 Excellent; frequently initiates healthy conflict and resolves issues in a positive way

19. OWNERSHIP

Sense of staff member’s personal investment in his/her responsibilities

- 1 – 2 No sense of ownership or appreciation for current responsibilities
- 3 – 4 Accomplishes necessary tasks, but with minimal interest
- 5 – 6 Great at managing responsibilities, lacking only slightly in ownership
- 7 – 8 Almost always makes a personal investment in the task at hand
- 9 – 10 Excellent; “autographs” everything

20. GROWTH/DEVELOPMENT

Staff member’s desire, willingness, and initiative to pursue personal, spiritual, and professional growth

- 1 – 2 Stuck in a rut with no real desire to grow
- 3 – 4 Only pursues growth if specifically requested
- 5 – 6 Seems to have a moderate growth posture
- 7 – 8 Consistently engages in personal development activities
- 9 – 10 Insatiable desire for personal growth

Part 2: Staff Member Feedback

To be filled out by Staff Member prior to evaluation

Strongly Disagree 1 2 3 4 5 Strongly Agree

About Heritage Leadership

- 1 2 3 4 5 Our leadership helps me set priorities for my responsibilities
- 1 2 3 4 5 Our leadership listens to and responds to my concerns
- 1 2 3 4 5 Our leadership empowers me to continuously improve work processes
- 1 2 3 4 5 Our leadership creates a climate where I can be completely open in discussing my mistakes and areas that need improvement
- 1 2 3 4 5 Our leadership often asks what he/she might do differently in order to more effectively manage me
- 1 2 3 4 5 I clearly know what is expected of me
- 1 2 3 4 5 The emphasis of our church is more about a relationship with Christ than about how to be a good Christian

About Yourself

- 1 2 3 4 5 I have the ability to discern, recruit, motivate, and delegate
- 1 2 3 4 5 I have the ability to critique and correct others in a positive manner
- 1 2 3 4 5 My opinion matters to the people with whom I work
- 1 2 3 4 5 My work does not compromise my personal/family life
- 1 2 3 4 5 I have the ability to be critiqued and receive correction from others while maintaining the proper attitude
- 1 2 3 4 5 When I encounter difficulties in accomplishing an assignment, I am not hesitant to ask for help
- 1 2 3 4 5 My position allows me to use my personal and spiritual gifts
- 1 2 3 4 5 My position gives me a sense of accomplishment

What is your favorite and least favorite part of your job?

How can we help you become more successful?

In what ways does the staff frustrate you?

What is your typical response when you feel that your responsibilities have become overloaded?

If you could choose a reward for exceptional performance, what would you choose?

What have you learned in the past 6-12 months that has significantly changed or helped your ministry?

Why are you here?

In what capacity (at Heritage or elsewhere) do you love to serve that falls outside your current job description?

Do you have the equipment needed to do your work effectively and efficiently?	Yes	No
Have you received recognition in the past 3 months for doing good work?	Yes	No
Do people at work seem to care about you as a person?	Yes	No
Do you feel challenged to pursue personal and spiritual growth?	Yes	No
Do you see how your role is critically important to the ministry of Heritage?	Yes	No
Are your co-workers committed to doing quality work?	Yes	No
Do you have close friend(s) at work?	Yes	No
In the last 12 months, have you had opportunities to learn and grow?	Yes	No
Do you like the person you are becoming?	Yes	No

Rank the following five factors in order by how much they personally motivated you.
Use each number only once.

Stronger Motivation 1 2 3 4 5 Weaker Motivation

- Re_s

Financial Rewards: Salary, benefits, and bonuses
- Re_{np}

Non-pecuniary: Title, size of office, recognition, etc.
- $Ri_{(t)}$

Task: Basic love for what you do
- $Ri_{(p)}$

Potency: Sense of expertise or mastery over your responsibilities
- $Ri_{(m)}$

Mission: The long range purpose or calling behind what you do

Rate the following based on your current role.

1 = Not Enough 2 = Satisfactory 3 = Too Much

- | | | | | |
|-------------|---|----------|----------|----------|
| Task | How well does your current role fit your giftedness? Is it challenging? | 1 | 2 | 3 |
|-------------|---|----------|----------|----------|
- | | | | | |
|------------------|---|----------|----------|----------|
| Authority | Do you have all of the authority and tools you need to succeed? | 1 | 2 | 3 |
|------------------|---|----------|----------|----------|
- | | | | | |
|----------------|---|----------|----------|----------|
| Rewards | How is your compensation level compared to your current role? | 1 | 2 | 3 |
|----------------|---|----------|----------|----------|

Part 3: Summary

To be filled out by Evaluator and signed by Staff Member

Based on our evaluation, these are the **TOP AREAS OF STRENGTH** and **TOP AREAS OF GROWTH** for focus in the coming year.

AREAS OF STRENGTH

AREAS OF GROWTH

Has this evaluation process allowed you to express your true feelings, concerns, and ideas? **Yes** **No**

Do you wish to dispute the evaluator's assessment of your work? **Yes** **No**

Is there anything you would like to include/exclude in future evaluations? **Yes** **No**

Staff Member's Signature _____ Date _____

Evaluator's Signature _____ Date _____