



THE CHURCH  
OF ENGLAND

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Diocese of Leeds

**Ministerial  
Development  
Review Guidance**

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## Ministerial Development Review Scheme

“The glory of God is a human being fully alive: the glory of humanity is the vision of God,” (St Irenaeus). As Christians we acknowledge that we are only fully alive when we are glorifying and serving God. Our ministry flows from this and from our own discipleship.

We also acknowledge that God values us for ourselves, not just for what we achieve. That conviction makes our diocesan scheme of Ministerial Development Review different from many Review schemes in the secular world. Our MDR scheme is designed to encourage, support and challenge us in the exercise of both our discipleship and ministry under God and in the power of the Holy Spirit.

An MDR scheme is integral to the care and support of our clergy; but, it is simply a tool to help us responsibly and accurately reflect on what we are doing, how we are doing it, and how we might improve for the sake of ourselves and the churches we serve. Our MDR scheme is intended to be gift-enabling, gift releasing, and challenging in the best sense.

### A new MDR scheme in our diocese

From January 2016 we are introducing a new system of MDR for all licensed clergy in our diocese, (ie all stipendiary and self-supporting clergy beyond the initial training stage, IME).

### MDR will be annual for all clergy but it will have 3 different emphases in a 3-year cycle:

- **An MDR meeting with your Area Bishop**

with a focus on mission, and on your own personal well-being and that of your family (where appropriate).

- **An MDR meeting with your Archdeacon**

with a focus on leadership, organisation and administration, and on any changes which might need to be reflected in your role description; with a focus on church growth and ministry in schools.

- **A peer-facilitated MDR process**

with a focus on your own development objectives.

This will involve two meetings with someone you choose from a list of trained Peer Reviewers in your Area. In the light of your role description and personal reflection, you will agree four or five people for your Peer Reviewer to approach for some multi-source feedback on two or three important areas of your ministry. Then, in the light of constructive feedback your Peer Reviewer will help you decide two or three development objectives.

The MDR scheme will be administered in Areas, through Area Bishops and Archdeacons. In any one year we envisage that one third of clergy will have an MDR meeting with their Area Bishop; another third with their Archdeacon; and a further third with a Peer Reviewer.

One of our CMD Officers will follow up with you any training or development needs you identify, and will help you resource them as necessary.

### The MDR Process

MDR has been mandatory since January 2011 for all clergy on Common Tenure. Under Clergy Terms of Service diocesan bishops are charged with ensuring that all licensed clergy receive MDR. Those who remain **on freehold** will be offered MDR.

### Before the Review

The Area Bishop's office will write to you each year enclosing a copy of the MDR Scheme and all preparation documents. These documents will also be available on the diocesan website. The letter will inform you who will be conducting your review in each of the three years of the review cycle i.e. the area bishop, an archdeacon or a peer reviewer.

If you are due a review with the area bishop or archdeacon, the reviewer's PA will be in touch to arrange a date for the review meeting. It is to that the bishop or archdeacon that review of previous objectives (MDR 3), the completed self review document (MDR 4 or 5) and your role description (if available) should be sent at least TWO WEEKS before the meeting, to allow for preparation.

If you are due a Peer Review it will be your responsibility to contact a Peer Reviewer from the list supplied to initiate the process, arranging dates for two meetings. Completed self review documents should be sent together with your role description, at least 2 weeks before the first preparation meeting (see MDR 2 for process).

### Role Description

(We are aware that some people who were in post before Common Tenure was introduced do not yet have a role description: this is a piece of work to be undertaken shortly)

Your Role Description will be one of the papers you get when you are appointed to a post. This will be discussed and revised during the three year cycle at your review meeting with the Archdeacon. You are specifically asked to send your Role Description to the Archdeacon before your meeting with him/her. It is helpful to provide it in other reviews too as it enables the Reviewer to have some background context.

**Note:** Please ensure that you send the correct documents which relate to your particular review, ie

Meeting with Area Bishop:	MDR 3 + MDR 4 + role description
Meeting with Archdeacon:	MDR 3 + MDR 5 + role description
Meeting with Peer Reviewer:	MDR 3 + MDR 6 + role description

## Preparation

The MDR is expected to be searching and requires both the Reviewer and the Reviewee to prayerfully prepare beforehand. Reviewees need to allocate good time to prepare for the review - you may want to take a day/retreat away or complete over several sittings. Do treat the questionnaires and tools flexibly - they are there to help you, not to be the master. You may want to find another way to describe the issues and that is permissible. Although you will share the review document with your reviewer, basically it is your document so why not take a few risks and fly a few kites. Challenge yourself by being both candid about the past and hopeful about the future. One aim is that the process will be refreshing and renewing; your approach will have an impact on outcomes.

## The Review

The Review meeting will take between one and two uninterrupted hours to complete. You will examine and discuss various areas of ministry and personal development. Values underlying the process include honesty, self reflection, vulnerability, grace, attention to task, working together and clarity.

The Reviewer is there to facilitate, probe, to challenge, to understand and encourage you. During the discussion you will also give consideration to last year's development objectives; how they have been met or refined, how fruitful they have been.

The Reviewer will work with you to identify agreed objectives for the coming year. You should aim for a maximum of six objectives; three relating to furthering your ministry and three focused on personal development. In the case of dual role posts, it might be necessary to increase the number of ministerial objectives (but no more than 5). You should aim for objectives which are specific and achievable, realistic within a time period; objectives which enable you in your ministry (see MDR 10). You will also identify training needs (essential and desirable) and discuss realistic ways of fulfilling them.

## After the Review

A summary of the review and objectives will be written up by the Reviewer and sent in draft to the Reviewee. Both parties should agree the final summary which should be held by the Area Bishop and sent to him/her by the Reviewer. The Reviewee should retain a copy; this will form the starting point for the next year's review. The Area Bishop's PA should send a copy of the objectives and training needs identified ('MDR CMD/Objectives') to the CMD officer.

The Area Bishop will write to acknowledge receipt of the summary and the completion of the review. A copy of the completed review summary will be sent by the Area Bishop to the Diocesan Bishop (to be kept in the blue file which is a file held by the bishop and which is passed on if you move dioceses). The summary will resource the Bishop in his pastoral care of you as well as resourcing ministry development.

## **Continuing Ministerial Development**

Whilst responsibility for your own development remains primarily with you, it is shared with those to whom the Diocesan Bishop entrusts the work of CMD. A copy of the summary page (MDR/summary) will be sent to your CMD officer who will offer advice/support regarding training opportunities. Each person's CMD in service training allowance will be linked primarily to his/her intended development objectives. If your CMD officer has not made contact within three months of the review, please contact them.

## **Support and Resources**

The Ministry Development Review Scheme is only one part of the pastoral care a bishop gives to clergy and does not preclude time being requested and given on specific pastoral matters or other reasons.

An MDR review does not fulfil all that is needed for ministerial development or personal support. What it can do is highlight other networks and resources which may be of help e.g. through ministerial education, counselling, spiritual direction, retreats, work consultancy, coaching, sabbaticals etc. At any time, resources in these areas can be discussed with the CMD officer. Counselling, however, can be accessed completely independently and confidentially (see diocesan website for details).

## **Feedback on Process (optional)**

You are invited to fill in a Review and Reviewer Feedback form (MDR 12) and return it first to the Area Bishop's PA who will ensure that the Reviewer receives a copy. Reviewers meet annually to discuss the role and meet with other Reviewers to review their practice. Feedback from Reviewees about the conduct of reviews will be most helpful in this process of reflection and development.

### Additional notes on peer review process:

You will have received a list of Peer Reviewers who have been identified by the bishops and have received training for this role.

1. Choose a Peer Reviewer from the list; ideally choose someone who already might have some idea of your context - perhaps someone from your deanery or archdeaconry. (Peer Reviewers have been asked not to conduct more than three reviews a year because of the time and commitment involved. It is a first come, first served system, so it is worthwhile securing a Peer Reviewer and getting dates in the diary early. Please note that the role of Peer Reviewer is limited to the duration of the peer review and not beyond - although you may ask the same person next time round).
2. Please make contact with the Peer Reviewer and set TWO dates in the diary 10 WEEKS apart. Please e-mail the Area Bishop's PA with the agreed dates.
3. Complete the self reflection form (MDR 6) and send this with your role description (and any context paperwork you think is relevant) to the Peer Reviewer at least TWO WEEKS before the first date (the preparation meeting).
4. **First date: Preparation Meeting**  
with the Peer Reviewer to familiarise the Reviewer with the context and to agree choice of up to 4-5 people for reliable, valid and developmental multi-source feedback. This feedback gives a wider picture than just your own self reflection. Experience indicates that clergy receive much affirmation and encouragement from this process as well as indicating areas for development.
5. Ask 4-5 people whether they would be willing to give feedback and obtain their e-mail addresses or postal addresses. Send their contact details within two weeks to the Peer Reviewer

The Peer Reviewer will send a letter and feedback document to the nominated people by e-mail or by post, enclosing a stamped, self addressed envelope.

The Peer Reviewer will collate and summarise the feedback received. Some people may wish to share their feedback with you but they are under no pressure to do so. Only the Feedback Summary will remain at the end of the process - other documents will be deleted.

6. **Second date: Ministry Review Meeting**

The Peer Reviewer will share and discuss the Feedback Summary. The Review process then continues as with other MDRs, ie examining various areas of ministry and personal development, agreeing ministerial and personal objectives for the coming year, summarising and agreeing the review, sending the review summary and objectives to the Area Bishop and development and training objectives to the CMD officer.

## Ministerial Development Review

Reviewee .....

### Preparation - Review of Previous Objectives

Please list your objectives from your last Ministerial Development Review and indicate how far these objectives have been achieved.

If this is your first MDR, please use the objectives from your Role Description.

<b>Ministerial Objectives</b>	How far have you achieved this? On a five point scale 1=low 5=completed	What have been the benefits for the parish(es) and for you?
1		
2.		
3.		

<b>Personal Objectives</b>	How far have you achieved this? On a five point scale 1=low 5=completed	What have been the benefits for you and your work?
1.		
2.		
3.		

Please send this completed document with your self-assessment and role description to your Reviewer (Bishop, Archdeacon or Peer Reviewer).





## Ministerial Development Review (with Bishop)

**Reviewee** ..... **Date** .....

**Reviewer** .....

Please return this completed MDR self-assessment form to the Bishop at least TWO WEEKS before your MDR appointment together with form MDR 3 (assessment of previous objectives) and your role description

### Your Context

Please review your current context of ministry and mission over the last 12 months – to include opportunities and challenges, changes and developments [100-150 words]

### Your Ministry

Please review your current personal experience of ministry – to include opportunities and challenges, strengths and weaknesses. (100-150 words)

**Spiritual life and personal development**

Please review your spiritual life and personal development. What has been life giving? What has seemed self-defeating? Have there been any significant influences which have informed your theological understanding? (100 -150 words)

**Safeguarding**

Are you, and all those required to undertake safeguarding in your parish(es), up to date with it?  
Has/have your PCC(s) adopted the most recent National Policy and Practice Guidance – and also the Diocesan Safeguarding Statement?  
Has/have your PCC's committed to an annual review of safeguarding policy and procedures in the parish(es) and does/do the PCC(s) receive regular reports from the parish safeguarding adviser(s)?  
Are you finding anything in this area of work challenging to implement?  
Can you offer help to others in this area of work? Please specify.

**Personal Wellbeing**

Please review your work/life balance and sense of personal well-being (and family if relevant).  
(100 - 150 words).

**Your Priorities**

In light of the above.....

What are your priorities for the next 12 months ? [100-200 words]

**Matters for Specific Discussion with the Bishop**

## MDR - Summary of Review

*Please note: the following summary sections MDR 4 (Summary) & MDR 4 (CMD Objectives) are to be completed following the review discussion. It is these sections that will be retained for your blue file.*

Name of Reviewee .....

Name of Reviewer .....

**Summary of Review** (to be completed by Reviewer and agreed with Reviewee)

**Other comments** (Reviewee or Reviewer)

Reviewer's Signature ..... Date .....

Reviewee's Signature .....

## MDR – Objectives and Training

Reviewee .....

Reviewer .....

Date of Review .....

*Please note: this following section (MDR 4 CMD Objectives) is to be completed by the Reviewer and agreed with the Reviewee following the review discussion. It will be made available to the CMD officer.*

**Outcomes from last review. Please summarise the extent to which they have been fulfilled [100-150 words]**

### **Development Needs**

What would the Reviewee find most helpful to support him/her in ministry over the next 12 months?  
[100 words]

## Objectives for the coming year

<b>Ministerial Objectives</b>	
1	
2	
3	
4	Relating to dual ministry (if applicable):
<b>Personal Objectives</b>	
5	
6	
7	
<b>Training needs identified</b> (essential, desirable, immediate, short term or long term)	



**Ministerial Development Review (with Archdeacon)**

**Reviewee** ..... **Date:** .....

**Reviewer** .....

Please return this completed MDR self-assessment form to the Archdeacon at least TWO WEEKS before your MDR appointment together with form MDR 3 (assessment of previous objectives) and your role description.

**Your Context**

Please review changes and developments in your current context of ministry over the last 12 months.

**Safeguarding**

Are you, and all those required to undertake safeguarding in your parish(es), up to date with it? Has/have your PCC(s) adopted the most recent National Policy and Practice Guidance – and also the Diocesan Safeguarding Statement?  
Has/have your PCC’s committed to an annual review of safeguarding policy and procedures in the parish(es) and does/do the PCC(s) receive regular reports from the parish safeguarding adviser(s)?  
Are you finding anything in this area of work challenging to implement?  
Can you offer help to others in this area of work? Please specify.



**Your Ministry**

Please review your current personal experience of ministry - include opportunities and challenges, strengths and weaknesses (100-150 words).

Please review your strengths and limitations in terms of leadership and organisational skills. What have been some of the challenges you have encountered? (100 words)

Please review how you are responding to the challenge of church growth? (100 words)

**Ministry in the parish**

Please review the balance of your mission and ministry in the church, on the fringes or in your local community/communities. (100 words).

Please review how you working with your local school(s)

**Role Description**

Please review your role description. How accurately does it describe what you do? What changes of significance, if any, might there be? Are there changes you would like to make now? (100 words)

**Future Ministry**

Are there areas of future ministry that you want the opportunity to experience?

Or any contribution you wish to offer?

Are there any changes of direction you envisage?

**Matters for Specific Discussion with the Archdeacon**

## MDR - Summary of Review

*Please note: the following summary sections MDR 5 (Summary) & MDR 5 (CMD Objectives) are to be completed following the review discussion. It is these sections that will be sent to the Area Bishop and retained for your blue file.*

**Name of Reviewee** .....

**Name of Reviewer** .....

**Summary of Review** (to be completed by Reviewer and agreed with Reviewee)

**Recommendations about revision of Role Description**

**Other comments** (Reviewee or Reviewer)

Reviewer's Signature ..... Date .....

Reviewee's Signature .....

**Bishop's Comments**

**Signed:** ..... **Date** .....

## MDR – Objectives and Training

**Reviewee** ..... **Date of Review** .....

**Reviewer** .....

*Please note: this following section (MDR 5 CMD Objectives) is to be completed by the Reviewer and agreed with the Reviewee following the review discussion. It will be made available to the CMD officer.*

**Outcomes from last review. Please summarise the extent to which they have been fulfilled.**  
[100 words]

### **Development Needs**

What would the Reviewee find most helpful to support him/her in ministry over the next 12 months? [100 words]

## Objectives for the coming year

<b>Ministerial objectives</b>	
1	
2	
3	
4	Relating to dual ministry (if applicable):
<b>Personal Objectives</b>	
1	
2	
3	
<b>Training needs identified</b> (essential, desirable, immediate, short term or long term)	



**Ministerial Development Review (with Peer Reviewer)**

**Reviewee** ..... **Date:** .....

**Reviewer** .....

Please return this completed MDR self-assessment form to the Reviewer at least TWO WEEKS before your MDR appointment together with form MDR 3 (assessment of previous objectives) and your role description.

<p><b>Your Ministry</b> Please list the main categories of work which have filled your time over the last year giving a rough estimate of what proportion of time is spent on each.</p>	
Area of work	Proportion of time given to this area
<p><b>Relationships</b> Relationships with close colleagues are an important aspect of ministerial life. Please comment on how your most important ministerial relationships are developing.</p>	



### **Future Development**

Please note here any provisional ideas about Development Objectives which can be discussed and clarified during the review conversation

To develop and grow in ministry, what further steps could be taken by:

(a) You

(b) Others

Are there any particular ministerial skills, experience or knowledge that you feel are underused?

### **Safeguarding**

Are you, and all those required to undertake safeguarding in your parish(es), up to date with it? Has/have your PCC(s) adopted the most recent National Policy and Practice Guidance – and also the Diocesan Safeguarding Statement?

Has/have your PCC's committed to an annual review of safeguarding policy and procedures in the parish(es) and does/do the PCC(s) receive regular reports from the parish safeguarding adviser(s)?

Are you finding anything in this area of work challenging to implement?

Can you offer help to others in this area of work? Please specify.

### **Matters for Specific Discussion with the Reviewer**

Is there anything else you wish to raise in your Peer Review conversation?

*(There might be practical issues or personal circumstances, for example, which are very relevant to your ministerial development, though they may require another conversation where they could be the main focus of attention). Please continue on a separate sheet.*

## MDR - Summary of Review

*Please note: the following summary sections MDR 6 (Summary) & MDR 6 (CMD Objectives) are to be completed following the review discussion. It is these sections that will be sent to the Area Bishop and retained for your blue file.*

Name of Reviewee .....

Name of Reviewer .....

**Summary of Review** (to be completed by Reviewer and agreed with Reviewee)

**Other comments** (Reviewee or Reviewer)

Reviewer's Signature ..... Date .....

Reviewee's Signature .....

**Bishop's comments**

**Signed**..... **Date** .....

## MDR – Training and Objectives

**Reviewee** ..... **Date of Review** .....

**Reviewer** .....

*Please note: the following section (MDR 6 CMD/Objectives) is to be completed following the Reviewer and agreed by the Reviewee following the review discussion. It will be made available to the CMD officer.*

**Outcomes from last review. Please summarise the extent to which they have been fulfilled [100 words]**

### **Development Needs**

What would the Reviewee find most helpful to support him/her in ministry over the next 12 months? [100 words]

## Objectives for the coming year

<b>Ministerial objectives</b>	
1	
2	
3	
4	Relating to dual ministry (if applicable):
<b>Personal Objectives</b>	
1	
2	
3	
<b>Training needs identified</b> (essential, desirable, immediate, short term or long term)	



## **Ministerial Development Review**

### **Peer Reviewers**

Please see the separate document entitled 'MDR Peer Reviewers 2017'.



**Peer Review - Multi- Source Feedback Document**

**Name of Reviewee** .....

**Name of Reviewer** .....

PLEASE READ THE FOLLOWING GUIDANCE CAREFULLY BEFORE COMPLETING THE FORM

You do not have to complete all sections of this document, only those where you believe you are able to give a view through your personal observations of the Reviewee’s ministry.

**Strength or Area for Development**

Please put a ✓ if you think this person has strengths in this.  
Please put a ? if you think this is an area for development.

**Making Comments**

Please observe the following guidelines in order to make your comments helpful and constructive.

1. All comments should be factual, ie what you have observed or heard in person. Not what you have heard from someone else. If you make a general comment such as “their sermons are boring” or “their sermons are brilliant”, please try to follow up with some more detail such as, “I find their sermons start off good and hold your interest, but then become a little too deep for me and I sometimes find it hard to see a clear message. His/her voice does not always project to the back of the church”.
2. In your feedback encouragement is very important; however, it is also helpful to identify areas in which the person can be helped to grow and develop in their ministry.
3. Feedback should be timely and current in order to be meaningful and helpful. Your comments should be about what you have observed within the last year.

**Your Name :** .....

Your feedback will remain CONFIDENTIAL TO THE REVIEWER.

**CHRISTIAN FAITH, TRADITION & LIFE**

	√ or ?	Comments
<p>Interprets and communicates the Bible and Christian faith in an engaging and thought-provoking way, which helps shape the lives of individuals and communities.</p> <p>Enables and enthuses others to explore and learn about Christian faith through preaching &amp; teaching, leading groups, and pastoral encounters.</p> <p>Is open to new insights and creativity in the practice of ministry within and outside the Church.</p>		

**MISSION, EVANGELISM & DISCIPLESHIP**

	√ or ?	Comments
<p>Leads in a way that demonstrates and promotes faithful Christian witness and fosters God’s mission in a range of contexts, including issues of social justice.</p> <p>Inspires others to be active in God’s mission and evangelism.</p> <p>Nurtures others in their faith development, including those with little previous knowledge of faith.</p>		



<p>Is diligent in preparing people for baptism and confirmation.</p> <p>Engages with schools, in the faith development of pupils and staff, for the common good of the community and for the good of the Church.</p>		
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**SPIRITUALITY & WORSHIP**

	√ or ?	Comments
<p>Demonstrates a personal love of God and dependence upon God, and helps others to discern God’s presence and activity in their own lives and in the world.</p> <p>Engages in loving service, including the mundane and menial.</p> <p>Leads public worship, including pastoral services, in ways that foster a rich experience for congregations of all ages and backgrounds.</p>		

**PERSONALITY AND CHARACTER**

	√ or ?	Comments
<p>Models and values care of self, through sustainable patterns of life and ministry, days off and holidays, and through effective support for self.</p> <p>Able to reflect with wisdom on personal strengths and weaknesses, gifts and failures, and vulnerability.</p> <p>Experienced by others as supportive and constructively critical, including key relationships in the Church and in the wider community.</p>		

**RELATIONSHIPS**

	√ or ?	Comments
<p>Listens carefully to others and shows sensitivity to them.</p> <p>Able to handle and help resolve conflicts and disagreements, enabling growth through them.</p> <p>Able to support others in their relationships.</p> <p>Applies policies and best practice in Safeguarding.</p>		

Demonstrates good practice in pastoral relationships, including awareness of power, gender, and dependency.		
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**LEADERSHIP, COLLABORATION & COMMUNITY**

	√ or ?	Comments
<p>Leads in a manner that promotes shared decisions and ministry.</p> <p>Takes responsibility in a leadership position.</p> <p>Works with colleagues locally and more widely.</p> <p>Effectively supervises and trains others in their roles.</p> <p>Empowers others in their own leadership.</p> <p>Facilitates change creatively and sensitively.</p>		

VOCATION AND MINISTRY WITHIN THE CHURCH OF ENGLAND

	√ or ?	Comments
<p>Demonstrates their personal calling to ordained ministry within the Church, community, and personal settings.</p> <p>Follows the Church's legal procedures where appropriate.</p> <p>Is diligent in administration and communication to others where necessary.</p> <p>Acts as a leader within the community and in public settings.</p> <p>Works ecumenically and encourages ecumenical co-operation.</p> <p>Works and engages with leaders of other faiths where possible, showing respect and understanding and builds up community.</p>		

**GENERAL COMMENTS**

Please offer the reviewee any further thoughts about strengths, or areas of ministry or skill which you would like to see developed.

Thank you for your time and work in contributing to this review. We are very grateful to you.



## Ministerial Development Review

Name and Address of Reviewer:

Telephone:

Email:

Date:

Dear

### Reviewee's Name

I have been asked by the Bishop of **Area** to help **Reviewee's Name** with his/her facilitated review of **his/her** Ministry, and I understand you have agreed to give some helpful feedback about **his/her** role **eg in the school/in ministry at St John's/in ministry in the community**. I am very grateful to you for being willing to contribute in this way.

The Church of England has a process of Ministerial Development Review for clergy and the purpose is to enable clergy to take time out to reflect on their ministry. It provides an opportunity for clergy to acknowledge their gifts and how to develop them further, to build on what has gone well and reflect on areas of challenge and possibility. Ministerial Development Review is a vitally important part of how we build and support confident clergy and so our Diocese is committed to the seriousness of this task.

In the enclosed documents you will find an explanation of the process and how you can contribute. **Reviewee's First Name** would particularly value your observations of their practice of ministry from your particular perspective and context. You might want to ask someone else to contribute to the feedback form.

*Your feedback will remain anonymous, except to me, and I may wish to contact you to clarify any of your comments.*

Once I've received the comments of all those giving feedback, I will combine them into a Feedback Summary (in which individual contributions are made anonymous) for **Reviewee's First Name**. When the Review is finished, your feedback form will be destroyed. Only the Feedback Summary will remain.

I would be grateful if you would return the form to me by **Date**.

Your comments will help **Reviewee's First Name** focus future development over the coming years.

With assurance of my prayers for you as you undertake this helpful task, and with many thanks for your partnership in the Gospel.

Yours sincerely

## Ministerial Development Review

### Additional notes on Setting Objectives

Before your Review discussion it is helpful to begin to think about some objectives for the coming year. There should be a maximum of 3 ministry objectives and 3 personal objectives. If you have a dual role ministry you might need more than three ministry objectives, but no more than 5. You should draw up draft objectives which can be discussed with your Reviewer and may be refined, further developed or replaced following discussion. For parish clergy, ministry objectives should relate to the role description, parish profile, any Mission Action Plan, a PCC mission statement or Diocesan vision taking into account their priorities and objectives.

You should aim for objectives which are specific and achievable, realistic within a time period; objectives which enable your ministry. In formulating your draft objectives you may wish to consider:

- What do you want to build on or develop from last year?
- What do you see as your priorities for next year?
- What changes would you like to bring about?
- What is asked of you in (for example) your role description, or Mission Action plan etc?
- What do you want to have achieved in your focus of ministry e.g. the parish in the next 5 years?
- How will you do this?
- What growth and development needs have you identified?
- What support might this need?
- Are there areas where you would benefit from some additional knowledge and/or experience?
- How will you encourage your spiritual life to develop over the next year?
- What support might this need?
- How are you continuing to engage in theological reflection in today's context?
- What would enable this?
- How will you know when your objectives have been met?

You may be interested in further ministerial education, counselling, spiritual direction, retreats, work consultancy, coaching, mentoring, sabbaticals; these are possible avenues for enabling you to achieve your objectives.



## Ministerial Development Review

### Keeping a two-week diary (optional)

It may be helpful to monitor exactly how you are using your time in preparation for your annual development review. Keeping a two week diary is one way of doing this. It is personal to you and you do not need to share the details with the reviewer unless you want to.

Choosing 'two' weeks is fairly arbitrary – however one week not be sufficiently representative and one month be just too much effort.

Try to choose two fairly typical weeks sometime in advance of the review.

You need to write down the start and finish times of everything you do in your waking hours! This may feel quite strange at first, but it is quite important to record everything. You could either note the time at the beginning/end of the activity or write up what happened at the end of the day.

Once the diary is complete the most important thing to do then is to process the information. Try to find a category for each activity you wrote down – these could number up to about ten to fifteen, for example

Family time	Church Meetings
Recreation	Community Meetings
Relaxing	Prayer
Administration	Reading
Prayer and Worship	Support and Planning
Sermon preparation	Visiting/Pastoral Care
Occasional offices	Training/Teaching

Place the number of hours by each category. Add up the total hours and then work out the percentages of time you spent on each. Is the result surprising in any way? What would you ideally do?

For the categories that constitute 'work' add up the total hours and work out the percentage of time spent on each area – where is most of your time spent? Is there a good balance?

Finally add up how many hours you worked in each week – if it is more than 50 consider what you should do about this.



## Ministerial Development Review

### Review and Reviewer Feedback

To assist the continuing development and improvement of the Clergy MDR Scheme, you are invited to offer an evaluation. Please return to your Area Bishop's PA. A copy will be passed to the Reviewer and a copy temporarily retained for evaluation/training purposes only.

**Reviewer:**

**Reviewee:**

**Date of review:**

Please tick appropriate box	Yes, great	Yes, fine	Okay	No, not really	No, not at all
<b>In preparing for the review:</b>					
I found the MDR documents helped me to focus and evaluate the matters that my role requires.					
I found the 14 day diary helpful (if applicable)					
My Reviewer had adequately prepared					
<b>In my review, the reviewer:</b>					
Listened to me					
Understood and helped me to clarify my current situation					
Affirmed me and challenged me appropriately					
<b>In my review:</b>					
We focused on the key areas that matter to me					
I thought it a worthwhile evaluation of the areas I need to develop.					
I found the external feedback (in peer review) significant for the process and for shaping my role					

As a result of my review:					
I have developed new insights into my present ministry					
I have generated new goals and objectives to bring to my current role					
I have identified specific training in order to develop my capacity and to enhance my current role					

Please comment, if you wish on:

- In what ways can the Ministry Review questionnaire and/or preparatory tools be improved?
- What other feedback have I to offer my reviewer?
- What other feedback can I offer the Review Process?