



National Council of Churches Assembly Roundtable:

Performance Appraisal Frameworks for clergy and church workers

Overview - Recommendations

Recommendations in Volume 16 (Religious Institutions) of the Final Report:

- Anglican Church – 5 recommendations*
- Catholic Church – 21 recommendations*
- Jehovah's Witness organisation – 3 recommendations
- Jewish institutions – 1 recommendation
- All religious institutions in Australia – 28 recommendations

* some recommendations overlap with the recommendations to all religious institutions in Australia and specify a national mandatory policy

Overview - Recommendations

Subject matter of recommendations applicable to all religious institutions in Australia:

- Child Safe Standards - 4 recommendations*
- Screening and Related Training - 4 recommendations
- Training and Professional Development - 4 recommendations
- Advice and Accountability - 11 recommendations
- Regulatory Engagement - 3 recommendations
- Handling Complaints - 6 recommendations
- Discipline - 4 recommendations

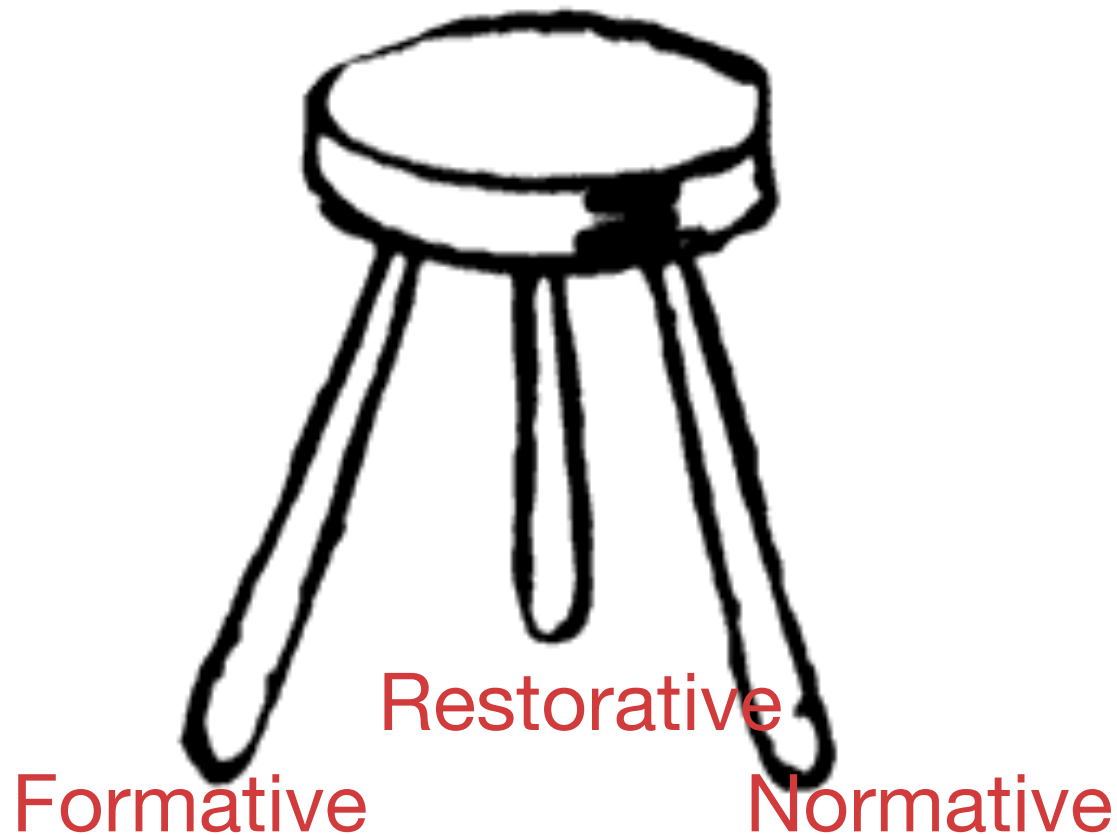
* *excluding repeated recommendations*

Key recommendation for Theological Education

Recommendation 16.45

Consistent with Child Safe Standard 5, each religious institution should ensure that all people in religious or pastoral ministry, including religious leaders, *have professional supervision with a trained professional or pastoral supervisor who has a degree of independence from the institution within which the person is in ministry.*

Three tasks of Supervision



What's the difference?

- supervision
- mentoring
- coaching
- spiritual direction
- counselling
- pastoral care

A distinct task of Supervision: normative

Normative = dealing with administrative, managerial, boundary and ethical issues.

- **Dealing with matters of the supervisee being safe to work.**
- **Are there issues of competency to address?**
- What policies and procedures need to be introduced?
- Consideration of codes of ethics – are they being breached?
- Are the boundaries of the supervisee's and supervisor's roles clear?
- Can the supervisor challenge the supervisee regarding boundary violations?

Leach, J. and Patterson, M. *Pastoral Supervision – A Handbook*. SCM Press: London, 2009.

Educative task of Supervision: **formative**

Formative: an educative process

- guidance on handling difficult situation
- **teaching about various aspects of the work**
- **skill development**
- developing self awareness
- introducing new areas of knowledge
- suggesting different perspectives
- encouraging growth and change
- **rehearsing new strategies or roles**

Leach, J. and Patterson, M. *Pastoral Supervision – A Handbook*. SCM Press: London, 2009.

Supportive task of Supervision: restorative

Restorative = a supportive role

- Active listening and encouragement
- Feedback
- Opportunity for discharging feelings
- Helping to connect with their vision or vocation
- Assisting with recovering “aspects of self” that have got lost in the work i.e. being able to be themselves in their work role.
- Recharging energy
- Sharing ideas and creative play.

Leach, J. and Patterson, M. *Pastoral Supervision – A Handbook*. SCM Press: London, 2009.

Key recommendations for Theological Roundtable

Recommendation 16.44

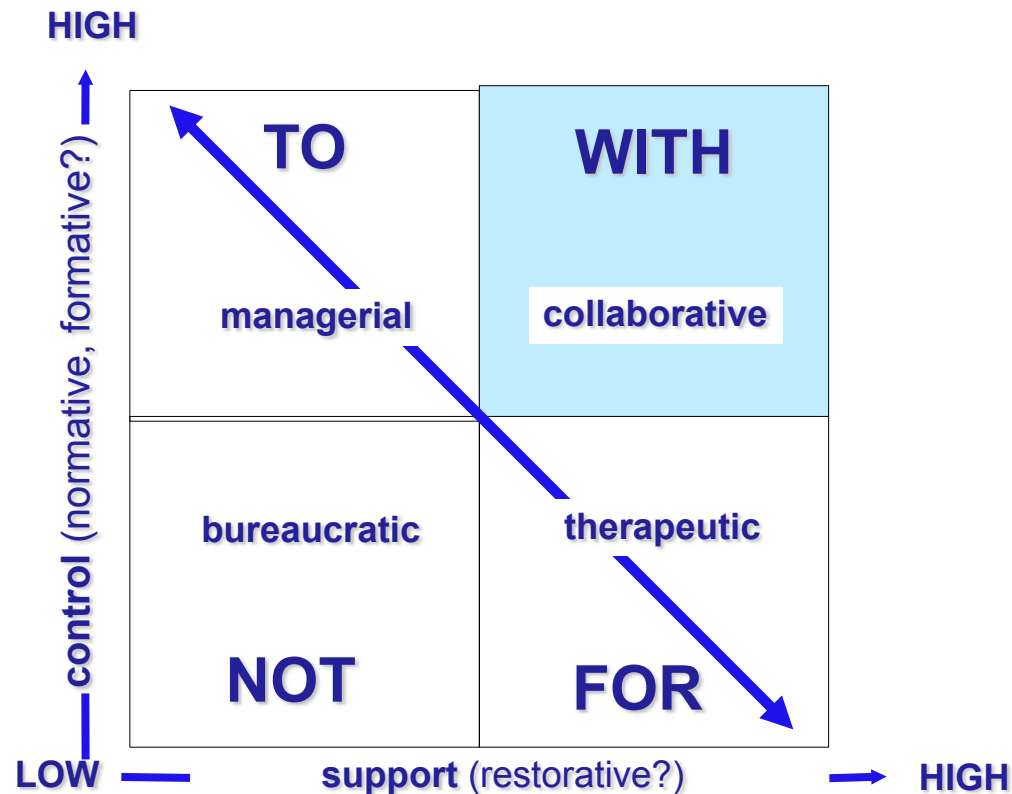
Consistent with Child Safe Standard 5, each religious institution should ensure that all people in religious or pastoral ministry, including religious leaders, are *subject to effective management and oversight and undertake annual performance appraisals.*

A restorative framework for appraisals



Restorative

Which Supervision Framework for Staff Appraisals?



Adapted by Paul McCold and Ted Wachtel from Glaser, 1969.

9:23 PT
LIVE

COMING UP

MILLENNIAL
HAS ANXIETY
ATTACK
DURING MEET
AND GREET

CHURCH
LEAGUE
SOFTBALL
GAME ENDS
IN BRAWL

PASTOR
TRENT'S
MONDAY
MORNING
PRESS
CONFERENCE



SUNDAY

NEWS: Week 37 Attendance Rankings: 1. Lakewood Church 2. Houston Second Baptist Church 3. Nor

CTV

9:27 PT
LIVE

COMING UP

**WORSHIP
LEADER
FINALLY CUTS
MAN BUN**

**TRENDY
LOCAL
CHURCH
ADDS
GLUTEN FREE
COMMUNION**

**PASTOR
TRENT'S
MONDAY
MORNING
PRESS
CONFERENCE**



SUNDAY

NEWS: Week 38 Attendance Rankings: 1. Lakewood Church 2. Houston Second Baptist Church 3. Nor

CTV



Canberra Restorative Community

Restorative framework: organisational perspectives

David B Moore' s vision for *effective restorative* conversations:

Demonstrate:

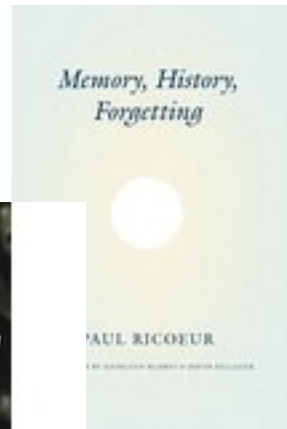
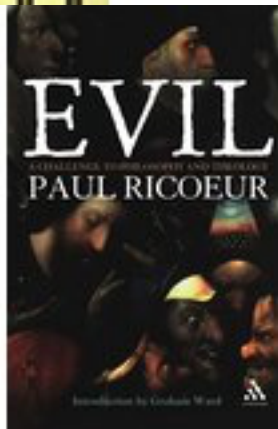
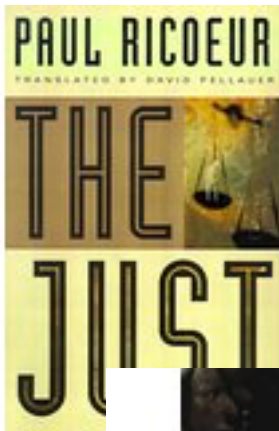
- the importance of fair process
- the incorporation of genuine dialogue



Moore, David B. And John M. McDonald. *Transforming Conflict in Workplaces and Other Communities*. Bondi: Transformative Justice Australia, 2000.

Ricoeur's challenge

*abandoning the kind
of **discernment** and
judgment necessary
for enacting justice*



Ricoeur, Paul.
The Just. Chicago: University of Chicago Press, 2000.
Evil: A Challenge to Philosophy and Theology. Translated by John Bowden. London: Continuum, 2004.
Memory, History, Forgetting. Chicago: University of Chicago Press, 2004.

Restorative framework: therapeutic perspectives

Everett Worthington III's vision for *healing* *(restorative)* conversations:

Five steps contained in the acronym R-E-A-C-H:

Recall the hurt
Empathise,
Altruistic gift of forgiveness,
Commit publicly to forgive
Hold on to forgiveness.

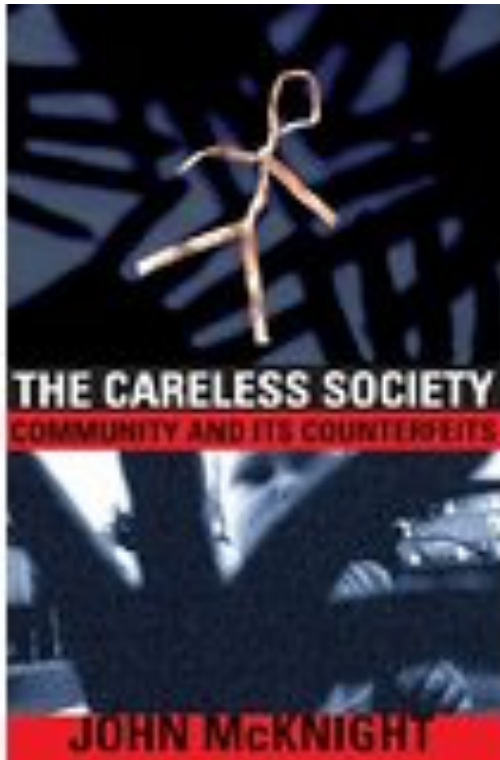
Worthington, Everett L.

Forgiving and Reconciling: Bridges to Wholeness and Hope.
Downers Grove: IVP, 2003

The Power of Forgiving.
Philadelphia: Templeton Foundation Press, 2005.

A Just Forgiveness: Responsible Healing without Excusing Injustice. Downers Grove: IVP, 2009.

McKnight's challenge



*the ideology of
'allopathic' therapies
that effectively:*

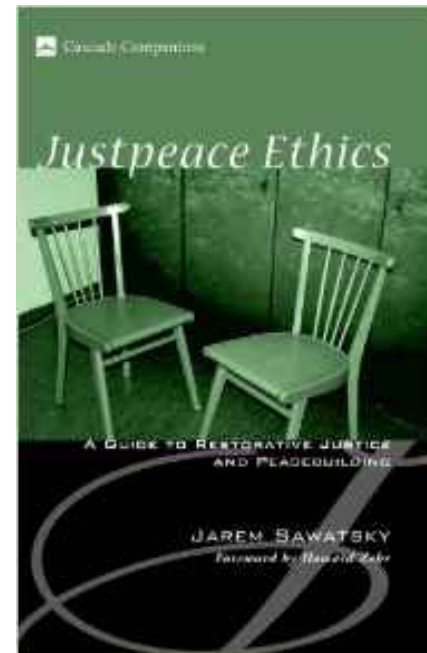
- i. *disperse community,*
- ii. *isolate the afflicted*
- iii. *call on the spirit of
expert intervention*

McKnight, John. *The Careless Society : Community and Its Counterparts*. New York: BasicBooks, 1995.

Restorative framework: ethical perspectives

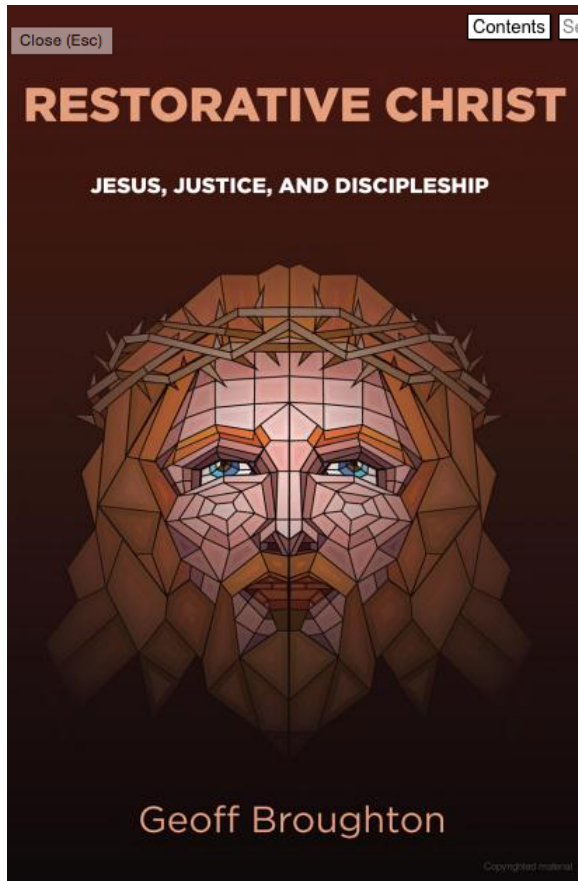
Jarem Sawatsky's vision for *justpeace* (*restorative*) conversation:

1. honest about the tensions and complexity required to build harmonious relationships.
2. correctly notes that restorative frameworks involve **a credible way of life** and not just a program to be implemented



Sawatsky, Jarem T. *Justpeace Ethics: A Guide to Restorative Justice and Peacebuilding*. Cascade Books, 2008.

Broughton's challenge

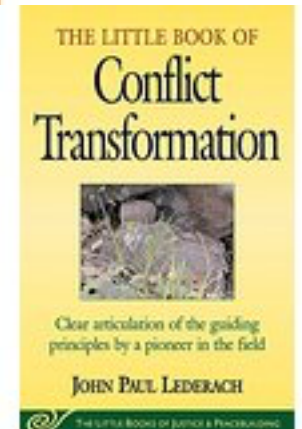
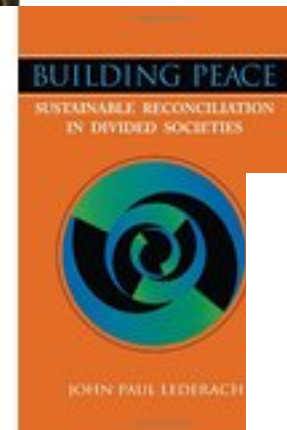
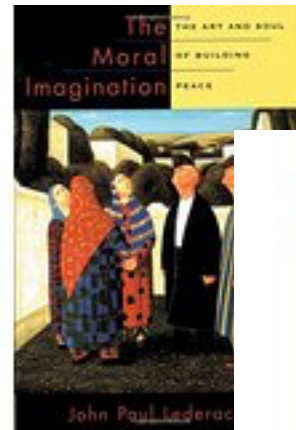


hesitancy in drawing on theological reflection or centuries of faithful Christian practice for the deep roots of restorative frameworks only serves to undermine ethical / principle-based approaches

Restorative frameworks: conflict-resolution perspectives

John Paul Lederach's vision for *reconciled* (*restorative*) conversation:

1. Restorative (reconciliatory) frameworks require concrete, social (public) places (i.e they don't happen in a vacuum).
2. The critical role of 'middle-range' leaders and actors



Lederach, John Paul. *Building Peace: Sustainable Reconciliation in Divided Societies*. Washington, D.C.: United States Institute of Peace Press, 1997. *The Moral Imagination: The Art and Soul of Building Peace*. Oxford: Oxford University Press, 2010.

Encountering the risen Jesus: a restorative framework (from the Emmaus Road to the road to Damascus)

The risen Jesus, 2 disciples and prophetic dialogue

1. Disappointment (24:13-14)
2. A pastoral conversation
(24:14-19a)
3. A prophetic conversation
(24:19b-27)
4. *Revelation*
5. Community (24:28-34)

The risen Jesus, Paul and restorative justice

1. Wrongdoing (8:1-3; 9:1-2)
2. The Offender (9:3-4)
3. The Victim (9:4)
4. *Reconciliation*
5. Restitution (9:5-30)

Encountering the risen Jesus: a restorative framework

The risen Jesus and Peter on the beach

1. **Remembering** poor performance and failure, *rightly*
(21:4)
2. **Interrogating** poor performance and failure, *rigorously*
(21:15-17)
3. **Reconciling** poor performance and failure, *restoratively*
(21:18-19)

Restorative framework for Performance Appraisal

Both aspects of 'affirming' and 'challenging' are vital.

Appraisals which merely *affirm the performance of the clergyperson/worker* will further erode the witness of the Church - diminishing its salt and light

Appraisals which merely *challenge the performance of the clergyperson/worker* can discourage the mission and ministry of the Church - quenching its life and spirit.

*Restorative frameworks discern how best to
to remember, interrogate and restore!*