

Performance Planning and Reviews

A. Philosophy

In alignment with the purposes underlying ministerial reviews, we conduct performance planning and reviews primarily “...to facilitate growth toward more effective...[service]. Such growth is more related to affirmation and support than to critique and negative evaluations; it is also more oriented to the future than to the past. While identifying weaknesses and problem areas and taking them seriously, the assumption should be that the...[employee] will also build upon existing strengths rather than focusing entirely upon correcting weaknesses.” ([Mennonite Polity for Ministerial Leadership](#), 1996, p. 97).

We engage in performance planning and reviews in order to see where we have been and where we are going, and to assist employees in expanding their learning and performance capabilities in an environment of ongoing change and adaptation. Annual planning ensures that the supervisor and employee are working from the same starting point to accomplish the same goals.

Performance planning and reviews are not tied to salary adjustments. They are, rather, a summary review of the past year and a part of the ongoing planning process for staff in the coming year.

In a review, there should be no new information presented regarding past performance – only a summary review of previously received feedback. Regular and immediate feedback should be a continual process in staff relationships, and should be exchanged by all employers and employees on a regular basis to identify:

1. the positives of particular systems and performance
2. the obstacles encountered, and
3. how to reinforce or redesign processes.

B. Procedures

1. Immediate supervisors are responsible for leading and conducting the planning and review process. In the case of Executive Ministers, the Executive Director will coordinate the review with the chairperson for that council. In the case of the Executive Director, the chair of the General Board will assume responsibility for the annual and the three year term reviews.
2. Planning and review should be done just before the end of the initial four- or six-month probation period, and annually thereafter.
3. Both parties to the review should give consideration to the following items and provide input to the process. Annual plans and reviews should include:
 - a) review of last year's goals,
 - b) review of performance in areas defined in the job classification system, including:
 - i) areas of strength,
 - ii) obstacles to performance of duties
 - c) educational upgrading completed
 - d) review and updating of job description
 - e) identification of next year's work goals
 - f) future training needs related to accomplishing those goals
 - g) identification of the employee's personal career development goals and any training needs associated with these
4. After planning and review, updated goals and strategies are developed mutually by the employer and the employee.
5. Records of completed reviews are to be forwarded to the Human Resources Department, where they will be kept in the employee's personnel file.

C. Term Review of the Executive Director

1. The chair of the General Board is responsible for initiating and conducting the three year term review of the Executive Director and the work of the denomination. The purpose of this review is to affirm the work the Executive Director is accomplishing, review the administration and direction of the organization and its programs, and set the direction of the Executive Director's work for the future.
2. The review should be completed no later than six months before the end of the three year term appointment.
3. A Review Committee will consist of the executive committee of the General Board.
4. The Committee will review and conduct planning using the criteria set out in the Job Classification System in this personnel policy manual and the job description. They will consider the following questions in their review:
 - a) Has the Executive Director set goals and objectives that support the vision, identity and purpose of Mennonite Church Canada? To what extent does the Executive Director facilitate the achievement of these goals? What goals and objectives have been accomplished? What needs to be accomplished in the future?
 - b) How has the administration of physical and financial resources been executed? What has been accomplished and what needs to be accomplished in the future?
 - c) How has the leadership and management of human resources been implemented?
 - d) How effectively does the Executive Director represent and promote Mennonite Church Canada to the constituency and the general public? To other church bodies? On a national and global level?
5. The Committee will meet with the Executive Director and determine the sources of information to be gathered that will be relevant to the review. This may include, but not be limited to:
 - a) preparing a survey instrument to solicit comments from people who are in a direct position to comment on certain aspects of the Executive Director's position and execution of duties. The reviews should include input from the major groups with whom the administrator works;
 - b) self-assessment and other information from the Executive Director;



600 Shaftesbury Blvd
Winnipeg MB R3P 0M4
Toll Free 1-866-888-6785
T: 204-888-6781
F: 204-831-5675
E: office@mennonitechurch.ca
W: www.mennonitechurch.ca

- c) information from previous annual and three year term planning and review documents.
- 6. The committee will prepare a written report. This document will be reviewed by the Committee chair and the Executive Director. A discussion of goals and objectives that have emerged during the year that were not included in previous planning documents will occur at this review meeting. Once updated goals and strategies are mutually agreed upon, the report will be modified by the Committee to reflect the appropriate changes.
- 7. The report of the Review Committee will be received by the General Board. A copy of the review will be kept in the Executive Director's personnel file.