Anglican Church Diocese of Perth

Ministry
Wellbeing and Development

Ministry Reviews

Like good stewards of the manifold grace of God,
serve one another with whatever gift each of you has received.

1 Peter 4: 10, NRSVUE

"We ought not to be weary of doing little things for the love of God,
who regards not the greatness of the work,
but the love with which it is performed."

Brother Lawrence, The Practice of the Presence of God

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Grace and peace to you.

As you prepare to engage in your Ministry Review, we write to offer an invitation, a word of gratitude, and an assurance of support.

The Diocesan Ministry Review process has been developed as a formational and reflective practice, intended to support clergy in attending carefully to their ministry in its current season. It is not a test of adequacy, but an invitation to pause, reflect prayerfully, and take stock of what is life-giving, challenging, and emerging in your vocation and context.

In the latter half of 2025, a group of clergy volunteered to participate in a pilot study of our ministry review process. We are grateful for the care, honesty, and theological depth they brought to that work. Their feedback has been thoughtful and constructive, and it has shaped the way this review is now being offered to you.

One of the clearest learnings from the first-year pilot was the importance of holding a "both–and" posture in reflection. The review intentionally begins by attending to strengths, fruitfulness, and signs of life — not to deny difficulty, but to ground reflection in theological hope. At the same time, participants rightly named the need for honest engagement with challenge, limitation, effectiveness, and areas for growth.

Scripture consistently invites this kind of truthful and hopeful attentiveness. The psalmist's prayer, "Search me, O God, and know my heart; test me and know my thoughts" (Psalm 139:23), holds together trust in God's gracious gaze and a willingness to be known as we are. Likewise, Paul's exhortation to "test everything; hold fast to what is good" (1 Thessalonians 5:21) affirms both discernment and gratitude as faithful practice. The Ministry Review process is offered in this same spirit.

In response to the pilot feedback, the Ministry Review process is now framed more explicitly as one that holds hope and honesty together: celebrating what is flourishing, while also creating space to name what is hard, unfinished, or in need of support and development. We also recognise that ministry is exercised across diverse contexts, and that not every question will land in the same way for every person. You are encouraged to engage with the review flexibly and generously, interpreting questions in light of your own ministry setting, and holding them alongside the Ordinal, your supervisory relationship, and your own prayerful discernment.

Please be assured of our ongoing support and encouragement as you engage with this work. The Ministry Review process is still being shaped, and your experience and feedback will continue to inform its development. We offer it to you in a spirit of trust, gratitude, and shared commitment to faithful, sustainable, and life-giving ministry.

With our prayers and thanks,

Archbishop Kay, and members of the Ministry Review Reference Group

The Ven Gillian Rookyard
The Rt Revd David Bassett
The Revd Dr Eleanor O'Donnell

OVERVIEW

Welcome to the first-year Ministry Review for active clergy in the Anglican Diocese of Perth.

This Ministry Review tool has been developed to support ordained ministry as a reflective, formational, and hope-filled practice, attentive both to the realities of ministry and to God's ongoing call. The pilot study has provided rich, thoughtful, and theologically engaged feedback, and this revised briefing paper explicitly reflects what has been learned through that process.

What follows sets out the **purpose, principles, theological framing, and practical expectations** of the Ministry Review, as well as clarifying how the pilot feedback has shaped the next phase of this work.

PURPOSE OF THE MINISTRY REVIEW

Our annual Ministry Review process invites you to create intentional space for prayerful reflection on ministry — its joys and challenges, its fruits and constraints, its faithfulness and its growing edges. It is not a performance appraisal, compliance exercise, or disciplinary process. Rather, it is designed to support:

- clarity of vocation and direction,
- sustainable and life-giving ministry practice,
- honest engagement with ministry contexts as they truly are, and
- deeper integration of reflection, supervision, and formation.

The review is grounded in the conviction that faithful ministry requires both hope and honesty — a celebration of what is flourishing, and courage to name what needs attention, growth, or change.

FOUNDATIONAL PRINCIPLES

The Ministry Review tool is shaped by four guiding principles. Feedback from the pilot affirmed these principles and their value in the review process. The four principles are:

1. **Invitation for reflection on ministry**
   The review invites clergy to pause and attend carefully to their ministry in its current season — spiritually, relationally, and contextually.
2. **Celebration of that which is going well**
   Participants in the pilot consistently valued the affirming and clarifying nature of this focus, noting that it helped surface strengths, patterns, and emerging possibilities.
3. **Exploration of ministry needs**
   Pilot feedback highlighted the importance of naming not only hopes and strengths, but also challenges, constraints, and areas for growth. This principle is intentionally framed to hold both.
4. **Opportunity for encouragement and support**
   The review is designed to be held within relationship — particularly through supervision — so that reflection leads toward encouragement, resourcing, and next steps rather than isolation.

These principles are intended as guiding commitments rather than a rigid sequence, allowing clergy to engage with them flexibly and contextually.

THEORETICAL FRAMEWORK

Appreciative Inquiry

The Ministry Review draws on the framework of Appreciative Inquiry, which was widely recognised in the pilot as hopeful, energising, and creativity-enhancing.

According to the Centre for Appreciative Inquiry:

> *Appreciative Inquiry is an energizing and inclusive process that fosters creativity through the art of positive inquiry. It builds new skills in individuals and groups, develops new leaders, encourages a culture of inquiry, and helps create shared vision and purpose by building on an individual and/or organization's core values and strengths*.

Appreciative Inquiry does not aim to fix people or deny difficulty. Rather, it begins by asking what gives life, so that change, growth, and critique emerge from a place of dignity and agency rather than deficit alone.

Learning from the Pilot: A "Both–and" Approach

Participants in the pilot study affirmed the value of a strengths-based approach, while also naming a desire for greater balance — space to reflect honestly on difficulty, effectiveness, and areas requiring development.

In response, the Ministry Review is now explicitly framed as a ***"both–and"*** process:

- both hopeful and honest
- both affirming and challenging
- both reflective and formative

This approach resists the pressure of forced positivity while remaining grounded in theological hope.

THEOLOGICAL FRAMING

While Appreciative Inquiry is not itself a theological method, it resonates deeply with Christian convictions about God's posture toward creation.

Scripture invites us to begin from goodness without denying brokenness:

- *Genesis 1:31* — God sees creation as "very good."
- *Philippians 4:8* — an invitation to attend to what is true, noble, and worthy of praise.
- *Jeremiah 29:11* — a future-oriented hope grounded in God's faithfulness.
- *John 10:10* — Christ's promise of abundant life.

This bespoke Ministry Review tool seeks to reflect this divine posture: hope that is robust enough to face reality, and honest enough to invite transformation.

RELATIONSHIP TO THE ORDINAL

Feedback from the pilot raised an important question about how the Ministry Review relates to the Ordinal.

The Ordinal remains our foundational vocational and theological touchstone for ordained ministry. The Ministry Review does not replace or supersede it. Instead, clergy are encouraged to hold the review questions alongside the Ordinal, allowing ordination vows, promises, and responsibilities to inform reflection.

The review offers a reflective lens through which clergy may consider how their lived ministry is unfolding in relation to their calling — particularly in terms of faithfulness, effectiveness, and growth over time.

THE PILOT STUDY AND WHAT WE LEARNED

The pilot study revealed that:

- most participants completed the review over multiple sittings, often across days or weeks
- engagement with supervisors significantly enriched the process
- the review was experienced as thoughtful, affirming, and clarifying
- some found the process demanding or difficult to complete during busy seasons
- several expressed a desire for more explicit space to name challenges, growth edges, and contextual constraints
- specialised ministry contexts did not always map neatly onto every question

These learnings have shaped the next phase by:

- naming explicitly that honest critique and challenge belong within the review
- clarifying that not every question must fit every context
- strengthening guidance around supervision as a core companion to the process
- committing to ongoing refinement informed by lived experience

YOUR FEEDBACK CONTINUES TO MATTER

As with the pilot study, your feedback on the process itself is deeply valued. You are invited to note:

- questions that felt particularly helpful or difficult
- wording that was unclear or limiting
- areas where the process supported or constrained reflection

This work is being developed carefully and collaboratively. Our Diocesan Ministry Review tool will continue to be shaped by the lived wisdom and experience of those who participate in it, so please do share your feedback with the members of the Ministry Review Reference Group.

The Ministry Review is ultimately an invitation: to reflect truthfully, to hope deeply, and to attend to ministry as a shared and evolving vocation held within the life of God.

FREQUENTLY ASKED QUESTIONS

1. *Is this ministry review meant to be positive, or honest?*

Both - and this matters.

The review intentionally begins from a posture of theological hope, drawing on Appreciative Inquiry to help name what is life-giving, faithful, and fruitful in ministry.

At the same time, honest reflection on difficulty, limitation, and areas for growth is essential.

This is not a process that asks clergy to ignore what is hard, broken, or unfinished. Rather, it invites those realities to be named within a wider frame of hope, so that challenge does not become despair, and critique does not eclipse vocation.

2. *Does a strengths-based approach mean we avoid naming problems or weaknesses?*

No. A strengths-based approach is not the same as enforced positivity. Appreciative Inquiry begins by asking what gives life — not because challenges do not exist, but because reflection grounded solely in deficit often narrows imagination and agency. The intention is not to gloss over difficulty, but to ensure that critique emerges from a place of dignity, honesty, and purpose.

Participants are encouraged to name:

- constraints and pressures
- areas where growth is needed
- patterns that feel unsustainable
- contexts that limit effectiveness

These can and should be brought into the review, particularly through reflection, supervision, and follow-up conversation.

3. *Who is going to read it?*

The short answer: no-one. You are not required to submit your responses to the review questions to anyone. You may, however, have someone with whom you would like to share your responses, and you are more than welcome to do so.

In the first-year self-review, you are requested to share something of the experience of the review with your professional supervisor (see Q8 for more about this). Following this conversation, you are asked to send a summary of outcomes (see Appendix) to your local bishop or their delegate.

In the second -year joint review, you are invited to prepare for the review by reflecting on the questions before meeting and sharing them with your reviewer. In the session scheduled for your review, you will work through the review questions together. Once again, you are requested share something of the experience of the review with your professional supervisor, and in response share a summary of outcomes with your local bishop or their delegate.

In the third-year holistic facilitated review, you are asked to submit your responses to the first seven questions to the Archdeacon for Ministry Wellbeing and Development. In their role, they will collate your responses with those received from your panel of review contributors into a synthesised summary which will be shared with your reviewer. You will then meet with your reviewer to receive the collated responses and together work through the final questions. A report of the review will be crafted by the reviewer. You are asked to share this report with your supervisor, before sending both the report and your summary of outcomes to your local bishop or their delegate.

4. *How does this review relate to the Ordinal?*

The Ordinal remains our foundational theological and vocational reference point for ordained ministry. The Ministry Review questions are intended to sit alongside the Ordinal, offering a reflective framework through which clergy can consider how their lived ministry is unfolding in relation to their vows, calling, and ecclesial responsibilities. It is therefore helpful to allow the promises and commitments of ordination to inform our reflection, even where the language of the tool differs.

See THE ORDINAL | REFLECTION PROMPTS for reflection prompts.

5. *What if my ministry context doesn't "fit" the questions?*

Ministry contexts vary widely, and not every question will land equally in every setting. Several participants - particularly those in ministries such as chaplaincy - noted this tension. The review is not intended as a one-size-fits-all template. It is legitimate to adapt your engagement, focus more heavily on some sections, or interpret questions imaginatively in light of your actual context. The language of 'faith community' has been used throughout to refer to those in your care, be that a congregation, residents in aged care, students, staff and families in school, and the like.

Supervisory conversation has proven especially valuable here, helping translate the questions into lived reality.

6. *Is it a problem if I am finding the review demanding, lengthy, or hard to fit in?*

No - and your experience is shared by many. Most participants completed the review over several sittings, often across days or weeks, and many found it cognitively and spiritually demanding. This is not a sign of failure or inefficiency; it reflects the depth of reflection being invited.

At the same time, the timing of the review and the realities of ministry workload matter. We are therefore offering you almost a full year to complete the review. You are encouraged to do so at a time that best fits your schedule and ministry commitments. The only proviso is that you do so in time to schedule a conversation with your professional supervisor about your experience of the review before the end of the calendar year, so that your annual report of supervision (due on 31 December each year) can reflect that this has taken place.

7. *If I need help completing this review, who should I speak to?*

In the first instance, particularly if your question relates to the timing, process or policy of the review, you are encouraged to contact the Archdeacon for Ministry Wellbeing and Development (The Ven Gill Rookyard). If your question relates more to the questions themselves and how they relate to the outworking of your ministry, your professional supervisor would be a good conversation partner. The other members of the Ministry Review Reference Group – The Rt Revd David Bassett and The Revd Dr Eleanor O'Donnell - are also available to respond to queries.

8. *What role does supervision play in this process?*

Supervision is a vital companion to the ministry review.

Participants in the pilot group consistently named supervisory conversation as one of the most enriching aspects of the process — helping to:

- notice patterns
- deepen insight
- hold complexity
- integrate affirmation with challenge

You are not expected to "solve" everything alone in the written reflection. The review is designed to be held within relationship, not completed in isolation.

9. *What is the deepest intention of this review process?*

At its heart, the ministry review exists to support clergy in faithful, sustainable, and life-giving ministry.

It is not about proving adequacy, defending competence, or performing positivity. It is about creating space - prayerful, reflective, and honest - in which vocation can be attended to with care. The feedback from the pilot study has affirmed this intention, while also calling us more deeply into the *"both–and"* of Christian hope: hope that celebrates what is flourishing, and hope that is robust enough to face what still needs healing, growth, and courage.

A PRACTICAL GUIDE TO APPROACHING THE REVIEW

This Ministry Review is intended to be reflective, supportive, and formational, not evaluative or performative. The way you approach it matters as much as what you write.

1. Pace yourself

Most participants in the pilot found it helpful to complete the review **over several sittings**, rather than all at once.

This allows time for prayer, reflection, and letting insights emerge between sessions. If possible:

- spread the work across days or weeks
- pause when you feel stuck and return later
- revisit earlier sections as new insights arise

There is no expectation that this is completed quickly.

2. Choose a place of reflection, and mode of reflection, that works for you

Be mindful of the space / setting you might use for this review.

Is your regular ministry space / desk the best place to engage in this reflective practice, or would a different setting be more conducive for you?

You may respond in whatever way best supports your thinking, reflection and prayer:

- typed or handwritten writing
- bullet points or long-form reflection
- journalling or accumulated notes
- audio recording or creative expression

What matters is that your reflections are **captured in a form you can return to** over time.

3. Hold hope and honesty together

The review begins by attending to what is life-giving and faithful in your ministry. This is not about forced positivity.

As you reflect, allow space for:

- joys and gratitude
- fatigue, frustration, or constraint
- areas where growth is needed
- questions you do not yet know how to answer

Honest naming of difficulty is not a failure of hope; it is often where hope becomes most real.

4. Read the questions generously

Not every question will fit every ministry context. Some may land strongly; others may feel less relevant.

You are free to:

- interpret questions imaginatively
- focus more deeply on those that resonate
- adapt your responses to the realities of your context

The review is a tool to serve reflection, not a test to be passed.

5. Reflect on the Ordinal

Many clergy have found it helpful to hold the review questions alongside the Ordinal.

As you reflect, you might ask:

- How is my ministry currently expressing my ordination vows?
- Where do I sense faithfulness, and where do I sense invitation to grow?
- What feels aligned, and what feels strained?

6. Use supervision well

Supervisory conversation is a core companion to this process.

In this first-year of the ministry review process, you are not required to discuss every question.

Instead, you might share:

- what surprised you
- what felt affirming or unsettling
- patterns that emerged
- areas where you need support, challenge, or clarity

Many participants found supervision essential in helping reflection move toward insight and next steps.

7. Be kind to yourself

This review may feel demanding. That is not a sign you are doing it wrong.

Approach the process with curiosity rather than judgement, and trust that faithful reflection unfolds over time.

THE ORDINAL | REFLECTION PROMPTS

REFLECTING ON OUR CALLING AS DEACON AND PRIEST

Before we focus on the specifics and context of our ministry, it is important to spend some time reflecting on the call that we have received from God. In an attitude of prayer, seeking the Holy Spirit of God, reflect on the Exhortation and Questions from the Ordinal.

At our ordination as Deacons, we were exhorted by the Bishop ...

- to be an ambassador of Christ
- to serve others
- to proclaim God's love
- to let the transforming love of Jesus be known to all
- to strengthen the faithful, teach the young, search out the careless and indifferent
- to encourage by word and example
- to minister to the sick, the needy, the oppressed and those in trouble
- to be involved in worship, councils and to preach
- to pray and work for peace and justice
- to model life according to God's word
- to put away all that does not make for holiness of life

(the full exhortation is found on page 785 of *A Prayer Book for Australia*)

We were then asked:

- *Do you believe that you are truly called to this order and ministry of deacons, being moved by the Holy Spirit to serve God and build up his people, according to the will of our Lord Jesus Christ and the order of this Anglican Church of Australia?*
- *Do you wholeheartedly accept the canonical Scriptures of the Old and New Testaments, as given by the Spirit to convey in many and varied ways the revelation of God which is fulfilled in our Lord Jesus Christ?*
- *Will you take your part in reading the holy Scriptures in the church and in assisting the priest to teach the doctrine of Christ and administer the sacraments?*
- *Will you be diligent in prayer, and in the study of the holy Scriptures? Will you undertake such other studies as will help you in your ministry?*
- *Will you strive to shape your own life, and that of your household, according to the way of Christ?*
- *Will you constantly seek the help of the Holy Spirit to use and develop God's gifts to you, so that you may serve all by word and deed?*
- *Will you promote unity, peace and love among all Christian people, especially among those with whom you serve God, encouraging and enabling them to fulfil their ministries?*
- *Will you seek to set forward Christ's kingdom in the world, proclaiming the gospel and working for reconciliation, peace and justice?*
- *Will you accept the order and discipline of the Anglican Church of Australia, submitting yourself to the lawful authority of your bishop and others set over you in the Church?*

At our ordination as Priest we were we were exhorted by the Bishop …

- to take up our calling with joy and dedication
- to proclaim the gospel
- to seek the lost, announce justice, warn and correct
- to encourage and build up the body of Christ
- to preach the word of God, lead in prayer, declare forgiveness and blessing
- to faithfully administer the sacraments
- to take our part in the councils of the church
- to be a pastor like Christ,
- to be taught by the Lord in wisdom and holiness
- to love and serve those with whom we work
- to honour the church as Christ's spouse
- to remember that we will give account for our ministry if we hurt or hinder others
- to rely on the Holy Spirit and put away unholiness
- to clothe ourselves with humility
- to pray and study the scriptures

(the full exhortation is found on page 793 of *A Prayer Book for Australia*)

We were then asked:

- *Do you believe that you are truly called to this order and ministry of priests, according to the will of our Lord Jesus Christ and the order of this Anglican Church of Australia?*
- *Are you convinced that the holy Scriptures contain all doctrine necessary for eternal salvation through faith in Jesus Christ, and are you determined to instruct from these Scriptures the people committed to your care, teaching nothing as essential to salvation which cannot be demonstrated from the Scriptures?*
- *Will you be diligent in prayer, and in the study of the holy Scriptures?*
- *Will you undertake such other studies as will help you in your ministry?*
- *Will you constantly stir up the gift of God which is in you, so that you may proclaim the gospel of Christ?*
- *Will you faithfully and humbly minister the doctrine, sacraments and discipline of Christ, as he has commanded and as this Church has received them?*
- *Will you be ready, both in your public and private ministry, to oppose and set aside teaching that is contrary to God's word?*
- *Will you be a faithful pastor to all whom you are called to serve and lead, striving together with them to build up the body of Christ in truth and love, in unity and peace?*
- *Will you encourage and enable those committed to your care to fulfil their ministry and mission in the world?*
- *Will you obey your bishop and other ministers given authority over you, gladly and willingly following their godly and lawful directions?*

At our ordination as Bishop, we were exhorted by the Archbishop …

- to maintain the Church's witness to the resurrection of Christ from the dead,
- to protect the purity of the gospel,
- to proclaim Jesus Christ as Lord.
- to guard its faith, unity and discipline, and promote its mission in the world.
- to ensure that God's word is faithfully proclaimed, Christ's sacraments duly administered, and Christ's discipline applied justly, with mercy.
- to lead and guide the priests and deacons under our care,
- to be faithful in the choosing and ordaining of ministers.
- to watch over, protect and serve the people of God, to teach and govern them, and to be hospitable.
- to know and be known by the people of God, and be a good example to all.

(the full exhortation is found on page 802 of *A Prayer Book for Australia*)

We were then asked:

- *Are you convinced that the holy Scriptures contain all doctrine necessary for eternal salvation through faith in Jesus Christ? Will you instruct from them the people committed to your care, teaching nothing as essential to salvation which cannot be demonstrated from the Scriptures?*
- *Will you then be faithful in prayer, and diligent in the study of the holy Scriptures, so that you may be equipped to teach and encourage with sound doctrine?*
- *Will you proclaim the gospel to all, especially those among whom you live?*
- *Will you lead those in your care to obey our Saviour's command to make disciples of all nations?*
- *Will you administer with mercy the discipline of this Church? Will you correct and set aside teaching that is contrary to the mind of Christ, both privately and publicly urging all to live according to God's word?*
- *Will you put aside all ungodly and worldly behaviour, and live modestly, in justice and godliness, so that by your life and example you may commend Christ's truth?*
- *Will you maintain and promote quietness, peace and love among all people? Will you correct and discipline, according to the authority you have by God's word? Will you strive to build up the body of Christ in unity, truth and love?*
- *Will you be faithful in ordaining and commissioning others for ministry?*
- *Will you encourage those committed to your care to fulfil their ministry?*
- *Will you show compassion to the poor and the stranger, be gentle with the abused and needy, and defend those who have no helper?*

WHAT IS ASKED OF YOU

YEAR 1: SELF-REVIEW

The Year 1 review has three parts:

1. Personal reflection

You are invited to set aside time to prayerfully engage with the review questions. You may do this in a way that suits your reflective style — written, creative, or audio — provided it is captured in a form you can return to over time.

Participants in the pilot found it helpful to approach the review over several sittings rather than in one block.

You might also like to request input or feedback from others. Who this includes will depend on your ministry setting (eg: Church Wardens, School Principal, Senior Chaplain, CEO and/others).

You are not required to share your responses to the review questions with anyone unless you choose to do so. As a self-review, your reflections remain your own.

2. Supervisory conversation

You are asked to discuss your experience of the review with your professional supervisor. This conversation need not cover every question, but may focus on:

- what surprised or challenged you
- patterns that emerged
- areas requiring further discernment or support

The conversation with your supervisor may touch on specific questions, or be more general in nature. The purpose of the conversation is to further your own reflection, and support your emerging needs. It also acts as a point of accountability.

Your supervisor will be asked to complete the relevant Ministry Review section of Form 4b.

3. Summary of outcomes to your local bishop

Using the Summary of Outcomes Template, you are asked to provide a summary of outcomes to your local bishop and – in the case of those serving in schools or agencies – your Principal, CEO or Senior Chaplain. Parish clergy may choose to share it with their Church Wardens.

This summary serves to capture insights from your review, articulate intentions and professional development commitments for the year ahead, and offer your bishop a framework to draw upon as they offer you intentional support, encouragement and pastoral care.

Archdeacons and assistant bishops completing the review provide their summary to the Archbishop.

The Archbishop provides their summary to an episcopal colleague.

YEAR 2: JOINT REVIEW

The Year 2 review has six parts:

1. Ministry Review 'Meet and Greet' Conversation

Please contact your allocated reviewer to book a time for an online / by phone 'meet and greet' conversation (10 – 15 minutes). This conversation should take place at least one month before your Ministry Review Reflective Conversation. You are encouraged to get this date and time set as soon as possible to accommodate both your schedule and your reviewer's schedule.

In preparation for this conversation, our reviewers have asked that you share with them, by email, your responses to these questions before your meet and greet conversation:

- Something of your ministry context.
- Length of time in ordained ministry, and length of time you have been serving in this context.
- Your hope for this review – affirmation, challenge, discernment, particular intention.
- One thing you'd like your reviewer to know about you.
- Anything else you might like to share with your reviewer in advance.

In a spirit of mutuality, your reviewer has provided something of the same to you.

During the meet and greet conversation you will have the opportunity to share further information and indeed to ask questions of your reviewer. The purpose of this conversation is to build rapport and to prepare the foundations for a meaningful review conversation in the coming months. You will also set the date for your ministry review reflective conversation.

2. Personal reflection

As you did last year, you are invited to set aside time to prayerfully engage with the review questions. You may do this in a way that suits your reflective style — written, creative, or audio — provided it is captured in a form you can return to over time. It might be helpful to approach the review over several sittings.

You might also like to request input or feedback from others. Who this includes will depend on your ministry setting (eg: Church Wardens, School Principal, Senior Chaplain, CEO and/others).

3. Ministry Review Reflective Conversation

One week prior to the Ministry Review Reflective Conversation, you are to send your responses to the review questions to your reviewer. This gives them time to prepare meaningfully for the conversation.

This conversation may take place in person or online. You might like to bring along things that are meaningful to your ministry at this time – photographs, objects, letters – something that holds meaning for you and represents something of you in your ministry at this moment in time.

We anticipate that this conversation will take up to 2 hours. This may take place in a single session, or you might like a short break in the middle to pause and reflect. We encourage you to also allow yourself time and space beforehand and afterwards for quiet reflection. Please ensure that your Ministry Review Reflective Conversation takes place before the end of October.

4. Summary of outcomes

Using the Summary of Outcomes Template, you are asked to provide a summary of outcomes to your supervisor. As one who has journeyed with you during the preceding season of your ministry, they are well placed to receive these outcomes against the backdrop of your ministry experiences, and to support your further reflection.

5. Conversation with your supervisor

At your next supervision session, you are asked to discuss your experience of the review, and your outcome summary, with your professional supervisor. This conversation need not cover everything, but may focus on:

- what surprised or challenged you
- patterns that emerged
- areas requiring further discernment or support
- intentions drawn from your outcomes

Your supervisor will be asked to complete the relevant Ministry Review section of Form 4b.

6. Summary of outcomes to your local bishop

Following your conversation with your supervisor and, having made any necessary amendments or edits to your summary of outcomes, you are asked to share this summary of outcomes to your local bishop and – in the case of those serving in schools or agencies – your Principal, CEO or Senior Chaplain. Parish clergy may choose to share it with their Church Wardens.

This summary serves to capture insights from your review, articulate intentions and professional development commitments for the year ahead, and offer your bishop a framework to draw upon as they offer you intentional support, encouragement and pastoral care.

Archdeacons and assistant bishops completing the review provide their summary to the Archbishop.

The Archbishop provides their summary to an episcopal colleague.

YEAR 3: HOLISTIC FACILITATED REVIEW

The Year 3 review has seven parts:

1. Creating a review panel

In consultation with your leadership team (eg. Parish Council, School Executive Team, Senior Chaplain, Episcopal Team) consider who might serve on your review panel.

The names, contact details and roles of these persons should be shared with the Archdeacon for Ministry Wellbeing and Development (Archdeacon MWD) by 31st March. The Archdeacon MWD will write to these persons to ascertain their willingness to participate in your review process.

A review panel of four – five individuals will be formed. Suggested review panellists might include but are not limited to:

PARISH CLERGY Church Warden PC member Parishioner (possibly non-leadership role) Colleague (deanery / network ...)	**SCHOOL CHAPLAIN** Principal / their designate Staff member (teaching and/or admin support) Senior Student Clergy colleague
SECTOR CHAPLAINCY Senior Chaplain / facility manager / their designate Staff member Client (recipient of their ministry) Clergy colleague	**EPISCOPAL TEAM** DC member Staff member Clergy person from their region Lay person from their region

The Archdeacon MWD will allocate an external reviewer, selected from the list of authorised supervisors. Where a pre-existing personal and/or professional relationship, or any conflict of interest, is identified, an alternative reviewer will be appointed.

2. Ministry Review 'Meet and Greet' Conversation

Please contact your allocated reviewer to book a time for an online / by phone 'meet and greet' conversation (10 – 15 minutes). This conversation should take place at least one month before your Ministry Review Reflective Conversation. You are encouraged to get this date and time set as soon as possible to accommodate both your schedule and your reviewer's schedule.

In preparation for this conversation, our reviewers have asked that you share with them, by email, your responses to these questions before your meet and greet conversation:

- Something of your ministry context.
- Length of time in ordained ministry, and length of time you have been serving in this context.
- Your hope for this review – affirmation, challenge, discernment, particular intention.
- One thing you'd like your reviewer to know about you.
- Anything else you might like to share with your reviewer in advance.

In a spirit of mutuality, your reviewer will provide something of the same to you.

During the meet and greet conversation you will have the opportunity to share further information and indeed to ask questions of your reviewer. The purpose of this conversation is to build rapport and to prepare the foundations for a meaningful review conversation in the coming months. You will also set the date for your ministry review reflective conversation.

3. Circulation of review questions and collation of responses

In the month that the review is to take place, the Archdeacon MWD circulates the review questions to the clergy and their review panelists. Clergy and review panel complete the first seven questions of the review process *(Reviewers complete the same set of questions tailored towards the ministry of the clergy person)*.

The Archdeacon MWD receives the responses, collates them into a synthesised summary, and shares the synthesised summary with the external reviewer.

4. Ministry Review Reflective Conversation

External reviewer meets with the clergy person to discuss the synthesised responses and together work through the final five questions. This conversation may take place in person or online. You might like to bring along things that are meaningful to your ministry at this time – photographs, objects, letters – something that holds meaning for you and represents something of you in your ministry at this moment in time.

We anticipate that this conversation will take up to 2 hours. This may take place in a single session, or you might like a short break in the middle to pause and reflect. We encourage you to also allow yourself time and space beforehand and afterwards for quiet reflection.

5. Report of review

The external reviewer compiles a thematic report of the review and shares this with the clergy (Ministry Review Report - Year 3). The clergy share a copy of the report with their supervisor.

6. Conversation with your supervisor

At your next supervision session, you are asked to discuss your experience of the review, and your reviewer's report, with your professional supervisor. As in previous years, this conversation need not cover everything, but may focus on:

- what surprised or challenged you
- patterns that emerged
- areas requiring further discernment or support
- intentions drawn from your outcomes

Your supervisor will be asked to complete the relevant Ministry Review section of Form 4b.

7. Summary of outcomes

Following your conversation with your supervisor you are asked to write a summary of outcomes (pages 24 – 25). This summary, together with the reviewer's report, is sent to your local bishop and – in the case of those serving in schools or agencies – your Principal, CEO or Senior Chaplain. Parish clergy may choose to share it with their Church Wardens.

This summary serves to capture insights from your review, articulate intentions and professional development commitments for the year ahead, and offer your bishop a framework to draw upon as they offer you intentional support, encouragement and pastoral care.

Archdeacons and assistant bishops completing the review provide their summary to the Archbishop.

The Archbishop provides their summary to an episcopal colleague.

APPENDIX

Ministry Review Questions

The Ministry Review Questions invite you to reflect on your ministry in four stages:

- reflecting on your ministry over the past year
- reflecting on your ministry in the year ahead
- reflecting on what is needed to enable this growth in the year ahead
- reflecting on how you might encourage a shared commitment to this vision so that it might be brought to life

Ministry Wellbeing and Development - Ministry Review Questions

Summary Of Outcomes Template

The Summary of Outcomes captures the insights from your Ministry Review and the intentions that arise from it. It is completed by you after meeting with your professional supervisor, and is then shared with your local bishop (or, for those serving in schools or agencies, your Principal, CEO or Senior Chaplain). In Year 2 it is first shared with your supervisor and amended as needed before being sent to your bishop; in Year 3 it is sent together with your reviewer's report.

The template has four parts: Reflection on Ministry, Wellbeing and Development, Support Requested and Intentional Engagement, and Further Comments. The prompts and examples are offered as guides only; please respond in a way that reflects your own ministry context.

Ministry Wellbeing and Development - Summary of Outcomes Template

Ministry Review Report – Year 3

This Ministry Review Report template provides a framework for documenting the key reflections, feedback, ministry strengths, areas for growth, and agreed development priorities emerging from the review process.

Ministry Wellbeing and Development - Ministry Review Report Year 3

For A Leader

by John O'Donohue

May you have the grace and wisdom
To act kindly, learning
To distinguish between what is
Personal and what is not.
May you be hospitable to criticism.
May you never put yourself at the centre of things.
May you act not from arrogance but out of service.

May you work on yourself,
Building up and refining the ways of your mind.
May those who work for you know
You see and respect them.
May you learn to cultivate the art of presence
In order to engage with those who meet you.
When someone fails or disappoints you,

May the graciousness with which you engage
Be their stairway to renewal and refinement.
May you treasure the gifts of the mind
Through reading and creative thinking
So that you continue as a servant of the frontier
Where the new will draw its enrichment from the old,
And may you never become a functionary.

May you know the wisdom of deep listening,
The healing of wholesome words,
The encouragement of the appreciative gaze,
The decorum of held dignity,
The springtime edge of the bleak question.

May you have a mind that loves frontiers
So that you can evoke the bright fields
That lie beyond the view of the regular eye.

May you have good friends
To mirror your blind spots.
May leadership be for you
A true adventure of growth.