

# MINISTRY LEADERS PLANNING GUIDE

A Resource for Effective Goal-Setting



## Introduction

In order to help you navigate the upcoming ministry year, this guide outlines a process for setting quarterly goals (i.e. every three months) for your ministry area. This goal-setting exercise will enable your ministry to:

- Create processes/procedures that allow it to operate efficiently and effectively year-round.
- Better align its ministry outcomes with JRCC's goals and values.
- Adapt to changing needs as they arise throughout the year.

## Year-at-a-Glance

### MID-MAY: JRCC MINISTRY NIGHT

- **Learn** big picture goals from the elders / lead pastor for next the next ministry year (September-June).
- **Receive** JRCC Ministry Leaders Yearly Planning Guide to from supervisor.

### JUN-AUG: FIRST QUARTER

- **Meet** in early July with all Ministry Leaders.
- **Forecast** ministry goals.
- **Resource** Ministry Leaders for the new ministry year.
- **Focus** on planning for the fall season (2nd ministry quarter).

### SEP-NOV: SECOND QUARTER

- **Meet** near the end of September.
- **Adjust & refine** ministry goals as we begin the current ministry year.
- **Prepare** for JRCC's November Vision Night (i.e. propose ministry budget for next year).
- **Focus** on planning for the winter season (3rd ministry quarter).

### MID-NOV: JRCC VISION NIGHT

- **Learn** about JRCC's goals for next year from the elders.
- **Receive** a copy of JRCC's goals-based budget for next year.

## DEC-FEB: THIRD QUARTER

- **Complete** 1-On-1 meeting with supervisor by the end of January.
- **Appreciate** your ministry area's volunteers in December.
- **Check** the relational/spiritual health within your ministry area.
- **Focus** on planning for the spring season (4th ministry quarter).

## FEB: MINISTRY LEADERS EQUIPPING DAY

- **Explore** themes arising out of our JRCC relational/spiritual health check.

## MAR-MAY: FOURTH QUARTER

- **Meet** in early April.
- **Celebrate** the ministry year and spur each other on to finish well.
- **Prepare** for JRCC's May Ministry Night.
- **Focus** on planning for the summer season (1st ministry quarter of the next ministry year).

## How to Set S.M.A.R.T. GOALS

To create an effective S.M.A.R.T. goal, a goal statement must be:

- S** **SPECIFIC:** Is your goal statement clear and precise? (e.g. Who is accomplishing the goal? What exactly are they doing? When is the completion deadline? How will it be completed?)
- M** **MEASURABLE:** How will you know if your goal has been achieved? By what criteria will you measure whether or not the goal has been achieved?
- A** **ACHIEVABLE:** Is there capacity to actually accomplish this goal?
- R** **REALISTIC:** are you able to complete this goal within your set timeframe given your resources, skills, and support?
- T** **TIMELY:** What is the timeframe for your goal?

# First Quarter (June-August)

## MINISTRY LEADER MEETING (EARLY JULY)

Purpose: to assist you in setting goals for the fall and to resource you as you start the new ministry year.

### BEFORE (WHAT YOU NEED TO COME WITH)

- Completed follow-up items arising from JRCC's May Ministry Night.
- "Ministry Leaders Planning Guide" review and launch (distributed by Supervisor at May Ministry Night).

### DURING (WHAT WE WILL DISCUSS AT THE MEETING)

- Briefly address any outstanding issue/concern/highlight from JRCC's May Ministry Night.
- Review "How to Set S.M.A.R.T. Goals" process (page 2).
- Begin forecasting, sharing and shaping fall goals (review/start in advance).
- Discuss resourcing needs (people/materials/dates) for upcoming ministry quarter/year.

### AFTER (WHAT YOUR HOMEWORK IS AFTER THE MEETING)

- Complete "Ministry Goals for September–November" worksheet in the following week and meet with or submit to supervisor for approval.
- Complete or revise position profiles.
- Submit fall calendar by August 15.
- Secure needed resources for the fall.
- Pray/recruit/secure volunteers for the fall.

## MINISTRY GOALS FOR SEPTEMBER-NOVEMBER

### SETTING YOUR GOALS

1. Write a statement that captures the overall ministry target:

2. What are the main goals for your ministry this year?

3. Establish S.M.A.R.T. goal(s) that can be completed in the next 3 months:

4. What action steps and resources are needed to complete your goal(s)?

### EVALUATING YOUR GOALS

To measure and evaluate your September-November goals you will answer the following questions toward the end of this time frame:

1. How was this goal(s) measured and was it accomplished?

2. Were there any barriers to the goal's completion?

3. Given the outcome of the goal(s), what information does this give you for improving your goal setting for the upcoming quarter(s)?

## Second Quarter (September-November)

### MINISTRY LEADER MEETING (END OF SEPTEMBER)

Purpose: to prepare for JRCC's November Vision Night and set goals for the winter quarter.

#### BEFORE (WHAT YOU NEED TO COME WITH)

- Any follow-up items (questions, concerns, highlights) from the previous quarter.
- "Ministry Leaders Planning Guide" up-to-date (i.e. homework completed).

#### DURING (WHAT WE WILL DISCUSS AT THE MEETING)

- Debrief the previous quarter, addressing related questions, concerns, highlights, etc.
- Discuss how goal implementation for the current quarter is going (e.g. how is public launch going?).
- Pray/listen/forecast 2017 ministry goals.
- Learn about the elders' 2017 discerned goals and priorities for JRCC.
- Ensure Ministry Leader goals are in alignment with elder's goals for JRCC.

#### AFTER (WHAT YOUR HOMEWORK IS AFTER THE MEETING)

- Goals-based budget for 2017 due Mid-October (supervisor to distribute budget-setting worksheet).
- Clear your calendar so you can attend JRCC's November Vision Night.
- Complete "Ministry Goals for December-February" worksheet and submit to supervisor for approval.
- Pray for your ministry volunteers and start to envision what you can do to appreciate each of your volunteers in December (before Christmas).

### MINISTRY GOALS FOR DECEMBER-FEBRUARY

#### SETTING YOUR GOALS

1. Write a statement that captures the overall ministry target:

2. What are the main goals for your ministry this year?

3. Establish S.M.A.R.T. goal(s) that can be completed in the next 3 months:

4. What action steps and resources are needed to complete your goal(s)?

### EVALUATING YOUR GOALS

To measure and evaluate your December-February goals you will answer the following questions toward the end of this time frame:

1. How was this goal(s) measured and was it accomplished?

2. Were there any barriers to the goal's completion?

3. Given the outcome of the goal(s), what information does this give you for improving your goal setting for the upcoming quarter(s)?

# Third Quarter (December-February)

## 1-ON-1 MEETING WITH YOUR SUPERVISOR (BY THE END OF JANUARY)

Purpose: to assess the relational/spiritual temperature at JRCC.

### BEFORE (WHAT YOU NEED TO COME WITH)

- December volunteer appreciation completed.
- Reflection/feedback on the “Cultivating Healthy Relationships” assessment as it pertains to your ministry area.
- “Ministry Leaders Planning Guide” up-to-date.
- The elders are working on an operational metrics tool to be provided by your supervisor in advance of this meeting.

### DURING (WHAT WE WILL DISCUSS AT THE MEETING)

- Debrief the previous quarter, addressing related questions, concerns, highlights, etc.
- Share/compile an assessment of the relational/spiritual temperature at JRCC (provided by supervisor).

### AFTER (WHAT YOUR HOMEWORK IS AFTER THE MEETING)

- Clear your calendar so you can attend JRCC’s February Ministry Leaders Equipping Day (date TBD).
- Assess feasibility of upcoming events and make adjustments as needed by the end of February.
- Complete “Ministry Goals for March-May” worksheet by Feb. 15 and submit to supervisor for approval.

## MINISTRY GOALS FOR MARCH-MAY

### SETTING YOUR GOALS

1. Write a statement that captures the overall ministry target:

2. What are the main goals for your ministry this year?

3. Establish S.M.A.R.T. goal(s) that can be completed in the next 3 months:

4. What action steps and resources are needed to complete your goal(s)?

### EVALUATING YOUR GOALS

To measure and evaluate your March-May goals you will answer the following questions toward the end of this time frame:

1. How was this goal(s) measured and was it accomplished?

2. Were there any barriers to the goal's completion?

3. Given the outcome of the goal(s), what information does this give you for improving your goal setting for the upcoming quarter(s)?

# Fourth Quarter (March-May)

## MINISTRY LEADER MEETING (EARLY APRIL)

Purpose: assessment and reflection on the past ministry year.

### BEFORE (WHAT YOU NEED TO COME WITH)

- Completed Operational Metrics tool (i.e. where were we one year ago vs. today?).
- Familiarize yourself with and begin working on the “Annual Assessment & Reflection” worksheet (i.e. your year in review). See the following pages.

### DURING (WHAT WE WILL DISCUSS AT THE MEETING)

- Debrief the previous quarter, addressing related questions, concerns, highlights, etc.
- Celebrate ministry highlights and success stories.
- Develop communication plan for JRCC’s May Ministry Night.
- Discuss how to finish the current ministry year well.

### AFTER (WHAT YOUR HOMEWORK IS AFTER THE MEETING)

- Clear your calendar so you can attend JRCC’s May Ministry Night.
- Complete “Annual Assessment & Reflection” worksheet (i.e. your year in review) and submit it to/meet with your supervisor.
- Activate goals to finish ministry year well.
- Complete “Volunteer Evaluation” tool (provided by your supervisor).
- Complete “Ministry Goals for June–August” worksheet by June 1 and submit to Supervisor for approval.
- Complete summer calendar and submit by June 1 (posted by June 15).

## ANNUAL ASSESSMENT & REFLECTION WORKSHEET

Gather information on how your ministry is functioning and what improvements or change in direction seems appropriate.

### ALIGNMENT WITH CORE VALUES

Review the JRCC Core Values and evaluate how your ministry is aligning with each value. Write in examples of how your ministry is embodying each value.

**1. Transformational Truth:** We allow God's Spirit and Word to change us.

**2. Authentic Community:** We give each other permission not to pretend.

**3. Generous Lifestyle:** We are radical stewards of God's gifts to us.

**4. Glocal Service:** We love others globally and locally.

**5. Holistic Worship:** We worship as a lifestyle, not just an event.

## PERSONAL HIGHLIGHTS & REFLECTIONS

1. What inspires and drives you to be involved in and lead this ministry area?

2. Reflect on some of your ministry's successes and positive impact stories over the past year:

## TEAM INSIGHTS & FEEDBACK

Connect with your supervisor and a few of your volunteers to get their feedback. Use the following conversation starters to assist you in this process.

1. What do they see as the current impact of your ministry?

2. Do people know the overall goal of your ministry?

3. What strengths and weaknesses do they currently see in you? In your ministry?

## HOW YOUR MINISTRY OPERATES

1. Do you have an obvious “on-ramp” or procedure for people to get involved in your ministry?

2. Do you have an internal process for how “things are done?”

3. Do you have the right volunteers in the right areas?

4. Are you effectively communicating with volunteers, church members, other ministries, church staff?

5. Is there consensus about and affirmation of your ministry’s direction?

## MINISTRY GOALS FOR JUNE-AUGUST

### SETTING YOUR GOALS

1. Write a statement that captures the overall ministry target:

2. What are the main goals for your ministry next year?

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3. Establish S.M.A.R.T. goal(s) that can be completed in the next 3 months:

4. What action steps and resources are needed to complete your goal(s)?

### EVALUATING YOUR GOALS

To measure and evaluate your June-August goals you will answer the following questions toward the end of this time frame:

1. How was this goal(s) measured and was it accomplished?

2. Were there any barriers to the goal's completion?

3. Given the outcome of the goal(s), what information does this give you for improving your goal setting for the upcoming quarter(s)?