

- How can I receive feedback with the spirit of Christ?
- How can I evaluate others and give feedback with the spirit of Christ?

Proverbs – which has major themes of wisdom, the benefits of doing life together, interacting with others and including others in your journey there are some real gems! I see the call for diligence and intentionality in the way we interact, and I feel like it has special relevance for us as a staff team.

SOME VERSES TO CONSIDER:

- *“As iron sharpens iron, so one person sharpens another.” - Proverbs 27:17*
- *“A wise man will hear and increase learning, and a man of understanding will attain wise counsel.” Proverbs 1:5*
- *“Whoever loves instruction loves knowledge, But he who hates correction is stupid.” Proverbs 12:1*
- *“Timely advice is lovely, like golden apples in a silver basket. To one who listens, valid criticism is like a gold earring or other gold jewellery. Trustworthy messengers refresh like snow in summer. They revive the spirit of their employer.” Proverbs 25: 11 - 13*
- *“A man’s pride will bring him low, But the humble in spirit will retain honour.” Proverbs 29:23*
- *“Be diligent to know the state of your flocks, and attend to your herds.” Proverbs 27:23*

WHAT CAN WE LEARN FROM PROVERBS?

We see reflected here **the heart to sharpen** so that we **help each other grow in Christ-likeness**, we want people to **fulfil their God given purpose** to **reflect God’s glory** in everything they do.

We see here **a heart and posture that invites feedback and counsel and asks people to speak into your life**.

A posture of wanting to grow and mature and develop.

But I recognise this **sharpening can be hard too** –it’s a vulnerable space and there’s a range of emotions at work: from anxiety, disappointment and stress, to surprise, encouragement, affirmation and a boost of confidence.

It is hard to give and hard to receive.

As we move towards these moments in terms of our attitude and approach as the body of Christ:

Always be humble and gentle. Be patient with each other, making allowance for each other’s faults because of your love. (Eph 4: 2)

WHY DO WE DO STAFF REVIEWS?

1. Time of **connection & investment** - of time, energy and attention into our greatest resource – people!
2. There is an element of **stewardship** to this – salaries are the biggest chunk of our budget (60 - 65%). That investment is not just financial.
3. We want to **celebrate** people – appreciate, honour and thank.
4. An opportunity to **give and receive good, healthy, honest, “official” feedback**.
 - These reviews give regularity to our feedback process, and help develop our culture of conversation, quick feedback and “no surprises”. We want to make quick tweaks and changes to unhelpful behaviours/ attitudes
 - We aim for 360-degree feedback (self and peer evaluation, to you, from you to your team leader) – all of this helps to build trust, a healthy, open staff culture and a growing, healthy, maturing staff team etc.
 - This is more than just performance appraisal - we are also helping each other grow in Christ-likeness, we want people to fulfil their God given purpose to reflect God’s glory in everything they do.
 - We also want reviews to have a dual function. Remember these are coaching opportunities for character and functionality. We want to give and receive feedback on **ROLE/ SKILLS/ COMPETENCIES** (what I do/ Answer the question: ‘Am I doing a good job?’) as well as **VALUES/ CHARACTER/ HEART** (how I do things).
 - Clarify roles and responsibilities – any changes needed?
 - Clarify next steps in my job/ areas for growth/ opportunity/ what is in the future?

What staff reviews are not:

- an opportunity to shame, blame, belittle or humiliate
- an optional thing that we do! Even if there is only good feedback to give we're asking you to still prioritise this time – this is then a chance to communicate value and to hear affirmation and how they can be better.

MY PREPARATION

Everyone is different, responds differently to review process – nervous/ anxious – communicate as needed.

What personal defensive mechanisms do I need to be aware of?

PREPARE PRAYERFULLY

UP:

In preparation, spend some time with God as a son/ daughter.
Secure yourself in Him and your identity, purpose and security in Him.

IN:

Ask the Spirit for a softness and humility to see your own areas of growth/ weakness.
As work is such a key area of our lives often it can be symptomatic of how we are doing in general (e.g. my impatience with my teammates is a reflection of my current spiritual state/ exhaustion/ my lack of self-leadership).
Pray for humility to receive the feedback you will be getting.

OUT:

Ask God to reveal to what you think the other person needs to hear and how you can best frame it. Pray for wisdom in how you give feedback.
Prayer is a great motive sifter – bringing godly, helpful, right feedback rather than just bringing your own agenda/ frustrations.
Pray for courage and sensitivity.

PREPARE DILIGENTLY

- My diligence and effort ensure I am being people-honouring in my preparation.
- Give myself enough time to work through my responses. (And find a place and time conducive to this).
- Use last time's staff reviews to set you up and remind you of previous next steps – you can ask Charnay for a copy if needed.
- Prepare with the same diligence and effort for other people I am reviewing.
- Answer each question.
- Create space in your calendar afterwards – you may need to process, write things down, take some action steps. Don't just rush onto the next thing... (and this often involves more prayer!!)
- Some people record their review to be able to go back and re-listen or process.

PREPARE PRACTICALLY

- Team leaders will take **responsibility for making the reviews happen** in your team.

- we are asking team leaders to schedule reviews in advance – so you know what to expect, right setting, an appropriate venue and time frame, energy management.
- This year we will repeat what we piloted last year in terms of the **types** of review, as well as **centralised days** for the reviews to happen.
We trust that this keeps things streamlined and easy to manage and ensure all reviews are finished timeously.
- Suggested days are given – but teams and team leaders have the flexibility to shift things around
- We will follow a similar process to what we have done before – with some **preparation needed** before the review by both the team leader and team member.
- We have provided a **review template** to use.

There will be two types of **individual review**:

- a. **A FULL review** – this is for anyone who is new to our staff team, or who is functioning in a new role, or who has been working with us less than 5 years. This follows a similar format of past reviews (there is a template provided).
 - b. **A LIGHT review** – this is for those who have been here for more than 5 years, where there have been no real changes in role, for those staff who have a certain level of maturity. This is more of a discussion than a formal review (see suggested template attached).
- We ask that there is a **second person** with you in the review. This is always a wise caution – often they double up as a note-taker.

After the review:

Take the time to wrap up the review properly – ensure notes are made, next steps are clear.
Send copies of review notes to relevant stakeholders – sign and send to Charnay for HR records.

Two other aspects of the review:

Team reflection:

For those teams who would like to do a team assessment (what we are doing well and what we could be doing better) we encourage you to do that as part of your regular team meeting around the time of the reviews.

Gallup survey:

The annual Gallup survey which is part of our staff culture and teaming assessment will also go out the week of the reviews. This is completed online and takes just a few minutes.
Charnay will send that out to all staff.