

PROJECT ABSTRACT

Master of Business Administration

Adventist University of Africa

School of Postgraduate Studies

**TITLE: A PERFORMANCE APPRAISAL TOOL FOR SEVENTH-DAY
ADVENTIST CHURCH PASTORS IN CÔTE
D'IVOIRE CONFERENCE**

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The purpose of this study was to create a performance appraisal tool that will allow an efficient performance management of Seventh-day Adventist (SDA) pastors within the conference of Côte d'Ivoire. The basis for such a tool was the standards of performance set by the church policy as well as the level of expectations of the recipients of the pastoral ministry, i.e. church members, and the extent to which the expectations are being met. A questionnaire was administered to that effect. The analysis of the data revealed that the church members felt that the pastors were, in general, meeting their expectations.

However, for two critical pastoral functions, there is a big gap between expectations and fulfillment of those expectations: training and visitations. The findings also indicated a need for the performance appraisal tool to be developed using two sections separately. The first section is a behaviorally anchored rating scales, where the various aspects of the pastoral duties are rated. The second section is

a report of the outcomes, expressed in numbers, of visitations, training, and evangelism.

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A project
presented in partial fulfillment
of the requirements for the degree
Master of Business Administration

by
Boa Innocent Amon

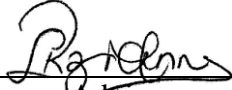
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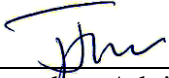
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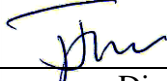
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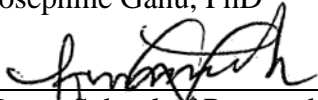
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TABLE OF CONTENTS

LIST OF TABLES	vi
ACKNOWLEDGMENTS	vii
CHAPTER	
1. INTRODUCTION	1
Background of the Study	1
Statement of the Problem.....	2
Research Questions	3
Significance of the Study	3
Scope and Limitations of the Study	3
Operational Definition of Terms.....	4
2. LITERATURE REVIEW	5
Important Elements of the Performance Appraisal System.....	6
Models of Performance Appraisal	7
The Process of Performance Appraisal.....	9
The Role of Supervisors in Performance Appraisal	11
Challenges and Difficulties of Setting Up a Performance Appraisal	12
Performance Appraisal for Pastors	13
3. METHODOLOGY	15
Setting of the Study.....	15
Research Design.....	15
Population and Sampling Procedures	15
Research Instruments for Data Collection	16
Ethical Considerations	17
Data Collection Procedure	17
Method of Data Analysis	18
4. RESULTS AND DISCUSSION	19
Demographic Characteristics of the Respondents	19
Research Question 1	21
Research Question 2	26
Research Question 3	35
Evangelism.....	35
Church Member Visitation	36

Pastoral Consultation	36
Preparation of Sermons and Preaching	36
Administration	36
Communication with the Conference	37
Training of Church Members.....	37
Research Question 4	38
Proposed Performance Appraisal Tool for Pastors.....	38
Performance Appraisal (PA) Instrument Usage Directions.....	38
Pastoral Performance Appraisal Tool	40
5. SUMMARY, CONCLUSION, AND RECOMMENDATION	43
Summary and Conclusion	43
Recommendations.....	44
For the Conference Administrators.....	44
For the Pastors.....	45
APPENDICES	46
A. CHURCH STATISTICS 2002-2015	47
B. QUESTIONNAIRES	48
REFERENCES	57
VITA.....	60

LIST OF TABLES

1. Sample of Respondents for the Study	16
2. Frequency Table for the Demographic Variables	20
3. Expectations of Church Members in Evangelism (in Percentage)	21
4. Expectations of Church Members in Church Visitations (in Percentage)	23
5. Expectations of Church Members in Pastoral Counseling (in percentages).....	23
6. Expectations of Church Members in Sermon Delivery (in Percentage).....	24
7. Expectations of Church Members in Administrative Responsibilities (in Percentage)	25
8. Expectations of Church Members in the Pastor's Working Relationship with the Conference (in Percentage).....	25
9. Expectations of Church Members in Training (in Percentage)	26
10. Actual Performance Regarding Evangelism (in percentage).....	28
11. Actual Performance Regarding Church Visitations (in percentage).....	28
12. Actual Performance Regarding Pastoral Counseling.....	29
13. Actual Performance Regarding Sermons	30
14. Actual Performance Regarding Administrative Duties	31
15. Actual Performance Regarding Communication and Relationship with the Conference	32
16. Actual Performance Regarding Training (in percentages)	33
17. Number of Pastors/Tithes/Offerings/ Baptisms from 2002-2015	47

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CHAPTER 1

INTRODUCTION

Background of the Study

The survival and effectiveness of any organization depend on its workforce. Employees are an invaluable asset to an organization as it strives to reach its goals. They are those who are able, with management, to think through operations, to understand the forces that either make or break the organization, to maintain relationships within and without the organization, and to satisfy the requirements of the various stakeholders, be it owners, suppliers and especially consumers or clients.

One key element in managing a human resource is performance appraisal. Performance appraisal is not just a human resource activity or a record keeping system, but rather, a continuous performance planning system. Almost universally, where performance appraisal is conducted properly, both supervisors and subordinates have reported the experience as beneficial and positive (Pettijohn, Parker, Pettijohn, & Kent, 2001). Appraisal offers a valuable opportunity to focus on work activities and goals, to identify and correct existing problems, and to encourage better future performance. The value of this intense and purposeful interaction between a supervisor and subordinate should not be underestimated.

Côte d'Ivoire conference was created in September 2002 with nine pastors. As the church was growing, because of implementation of several campaigns everywhere in the whole country, the number of pastors were very insignificant. At that time, one pastor couldn't maintain and nourish properly his members. Many factors contributed

to that situation, in particular, the distance separating them from their members and few means of transportation available. In order to solve this challenge, the conference leaders took a decision to hire pastors each year whenever financials resources allowed. Today this conference has 25 pastors. However, in spite of the fact that there are more pastors, there is no corresponding growth in the church, in terms of the number of baptisms as well as tithes and offerings as the statistics point out in Appendix 1. The situation gave rise to questioning whether the pastors are doing their job in an effective manner. Yet, to date, no performance appraisal has been put in place to follow up their performance in the field. The purpose of this study is to fill this gap by providing a performance appraisal tool for the pastors' work for that conference.

Statement of the Problem

In any organization, when there is a performance appraisal in place, employees tend to be conscious of the importance of their productivity and performance. If implemented in the best possible way, the performance appraisal system allows for more productive interaction between supervisors and subordinates. The outcome brings about an organization whose operations are effective and efficient.

The conference of Côte d'Ivoire has recruited more pastors to work in the church, but there is no performance appraisal system in place to follow up on these workers' everyday performance. Pastors are left to themselves, with no one supervising and evaluating their work. There is a lack of personnel assessment. This can bring serious negative effect to the church work in general.

The conference leadership cannot manage its human resource productivity if it doesn't have any measurement mechanism in place. It is, therefore, time to develop a

performance appraisal system to fill in that lack. The purpose of this study is to create a performance appraisal tool that will allow an efficient performance management of SDA pastors within the conference of Côte d'Ivoire. The basis for such a tool would be the standards of performance set by the church policy and level of expectations of the recipients of the pastoral ministry, i.e. church members, and the extent to which the expectations are being met.

Research Questions

1. What are the expectations of the local church officers (treasurers, elders, department directors) and also church members regarding their pastors' work performance in the Côte d'Ivoire Conference?
2. To what extent do the actual work performance meet the expectations?
3. What are the challenges that the pastors meet in fulfilling their workload requirements as spelled out by them?
4. In the light of the expectations and challenges described above, what type of performance evaluation tool can be used for the pastors of the Côte d'Ivoire Conference?

Significance of the Study

The outcome of this study will help the conference leaders to be able to assess the work performance of the pastors they employ and to better manage this human resource. Secondly, the leaders will understand the challenges the pastors meet in their work and find ways to help them. The third significance of this research is that the pastors will be able to know what is expected of them (both from church members and leaders) and therefore they can improve and finally, other church organizations that face similar challenge will benefit from this research.

Scope and Limitations of the Study

This study is limited to Côte d'Ivoire SDA conference. The study focused on the following variables: evangelism, pastoral visitation, trustworthiness and

reliability, sermons preparation and preaching, administration, communication to and from conference office and finally training of church officers and others members.

Many concepts are related to the performance of pastors but the study limited itself to the expectations of the church members vis-à-vis the fulfillment of such expectations to address some issues of pastoral performance. The findings of the study may not be generalized because it is limited to only the region of Côte d'Ivoire.

In addition, due to the sensitive nature of the study, it was anticipated that there may be hesitancy from the respondents to answer the questionnaire as truthfully as possible. However, efforts were made to assure the respondents of the confidentiality of their response, as well as protection against any type of harm that could be inflicted.

Operational Definition of Terms

Groups or Companies means an unorganized church.

Performance appraisal (PA), is a method by which the job performance of an employee is documented and evaluated so as to increase its effectiveness.

SDA-CIC means Seventh-day Adventist- Côte d'Ivoire Conference

CHAPTER 2

LITERATURE REVIEW

Performance Appraisal is a key component of Human Resource Management in most organizations and one of the most vital responsibilities for human resource and line managers/supervisors (Boice & Kleiner, 1997). Performance review information is utilized for many aims including decisions about promotions, compensation systems, staff feedback and development, career progress, and other organizational interventions.

Performance appraisal is defined as the process by which a manager or consultant (1) examines and evaluates an employee's work behavior by comparing it with preset standards, (2) documents the results of the comparison, and (3) uses the results to provide feedback to the employee to show where improvements are needed and why (Bhatia, 2004).

Performance appraisals are employed to determine who needs what training, and who will be promoted, demoted, retained, or fired. Strengths and weaknesses are identified so that the employee knows his improvement areas. Performance appraisal involves an evaluation of actual against desired performance. It also helps in reviewing various factors which influence performance.

Managers should plan performance development strategies in a structured manner for each employee. In doing so, they should keep the goals of the organization in mind and aim at the optimal utilization of all available resources, including

financial. Performance appraisal is a multistage process in which communication plays an important role.

Important Elements of the Performance Appraisal System

According to the University of California -Berkeley (2004), every true performance appraisal should at least have: a) a goal that is mutually decided and accepted by both management and employees; b) reliable and consistent ratings and c) a practical and simple format that can fulfill its basic functions. Long and complicated formats are time-consuming, difficult to understand, and do not elicit much useful information.

In addition, McKirchy (1998) suggests that a powerful performance appraisal has to have a regular routine and be participatory and open, i.e. it should necessarily involve the employee's participation, usually through an appraisal interview with the supervisor, for feedback and future planning. During this interview, past performance should be discussed frankly and future goals established. A strategy for accomplishing these goals as well as for improving future performance should be evolved jointly by the supervisor and the employee being appraised. Such participation imparts a feeling of involvement and creates a sense of belonging. For his part, London (2003), adds that a good performance appraisal should have rewards - both positive and negative otherwise, the process lacks impact.

Another element mentioned regarding a good performance appraisal is relevance and responsiveness. Planning and appraisal of performance and rewards or punishments should be oriented towards the objectives of the program in which the employee has been assigned a role (Fulmer & Walker, 2015). For example, if the objectives of a program are directed towards a particular client group, then the

appraisal system has to be designed with that orientation. According to Boice & Kleiner (1997), the effectiveness of a company performance appraisal efforts will depend on a number of factors, including how well documented and communicated the process is, training for managers and supervisors, the evaluation and analysis of results and ongoing improvement efforts. Communicating the performance appraisal process, not only to new managers but on an ongoing basis, can help remind all supervisors that the process exists, what it is, how it works and where to get advice and assistance if needed (Westerman & Smith, 2015).

Supervisors and managers don't automatically know how to conduct performance appraisals. Hence training is an important part of a good performance appraisal system. In addition, processes and philosophies at companies differ, so training and education are critical. Training should take place regularly to provide refreshers and updates on any changes to the process or the evaluation forms (Chouhan, Chandra, Goswami, & Verma, 2016).

While performance appraisal generally focuses on one individual, looking at the aggregated results of performance appraisals can tell a company a lot about the general level of performance of its staff, areas where there may be training or development needs and trends within and between departments. The greatest effect on performance appraisal effectiveness is how the business uses the results.

Models of Performance Appraisal

Performance appraisal systems can take on a variety of models, utilizing different theories of employee motivation and employee development. The trait-based model uses worker characteristics that are consistent. Four of the most common traits that are found on trait-based rating scales are decisiveness, reliability, energy, and loyalty. Studies have shown that trait-based systems are criticized on many grounds. It

focuses on the individual rather than his performance. It is difficult for two supervisors to define “reliability” in exactly the same manner. Hence, there is ambiguity. Further, the approach may lend itself to rater bias, whether intentional or unintentional (Gomez-Mejia, Balkin, & Cardy, 2012).

The preferred form is the behavioral approach. This model has a list of criteria against which an employee is evaluated. The behaviors differ according to the type of job being assessed. This method is considered favorable as the evaluation is done on the basis of individual employee performance without comparisons with their peer (Appelbaum, Roy, & Gilliland, 2011).

According to (Gomez-Mejia et al., 2012) the major disadvantage of the behavioral approach is that it takes time to be designed, and requires frequent updating if the organization goes through several changes. Management by Objectives (MBO) is another type of evaluation method that claimed to circumvent the difficulties of trait rating models. In MBO method of performance appraisal, manager and the employee agree upon specific and obtainable goals with a set deadline. The model is in-bedded within the strategic plan of the organization. It involves the efforts of managers and expects them to reach the overarching goals of the organization through their individual efforts as well as the efforts of their subordinates.

The main critique of MBO is that it requires a highly structured and organized system that is operational within the organization. It is not made for any kind of organizations (Armstrong & Baron, 2006). Further, its heavy emphasis on managers may lead the latter to use their power and put undue pressure on the subordinates to perform. The latter becomes demotivated and the dialogue stops being productive. Moreover, MBO is usually perceived as a panacea for all the management problems of the organization. As such it is used to solve problems that it cannot solve, and that

creates frustrations (Thomson, 1998). The psychological aspect of human beings cannot be ignored. According to Vyas (2014), an appraisal method should also evaluate the employees' intellect, emotional stability, analytical skills and other psychological traits. The psychological appraisal method helps the manager to place the employees in appropriate teams in order to ensure a perfect fit for the employee thus favoring optimal performance.

No matter what approach of performance appraisal is used, Nalbandian (1981) contends that four elements are needed: trust, acceptance of the appraisal function by the rater, the sensitivity of the "inner world" of performance evaluation and training of the rater. If the employees do not trust the performance appraisal exercise, the effort would be useless.

The supervisor needs to accept his role as a rater. If he is forced to do an evaluation without being willing to do so, he will not do a good job. The supervisor needs also to be sensitive to the fact that he is exerting a form of organizational power when performing an evaluation. Such sensitivity needs to be handled with care and consideration to avoid ambivalence and discomfort. Lastly, the supervisor needs to be trained. It should not be taken for granted that any supervisor can make an evaluation.

The Process of Performance Appraisal

According to Longenecker & Fink (2017), the performance appraisal process should start with the establishment of standards and measures. These measures should be under the control of the employees being appraised. The methods for assessing performance should be decided next. Basically, management wants to know the behavior and personal characteristics of each employee and assess their performance and achievement in the job.

Manoharan, Muralidharan, & Deshmukh (2012) argue that communicating job expectation, planning, monitoring performance and appraising are very useful in the implementation of performance appraisal. Such communication should clarify expectations and create a feeling of involvement. Managers need to arrange the resources which are required for attaining the goals set. Performance appraisal is a continuous process, involving ongoing feedback, hence monitoring performance is essential. Even though performance is appraised annually, it has to be managed 'each day, all year long.' Monitoring is a key part of the performance appraisal process. The best way to effectively monitor is to walk around, thus creating continuous contacts, providing first-hand information, and identifying problems, which can then be solved promptly (Longenecker & Fink, 2017).

As the year proceeds, the performance of the worker is documented through observing, recalling, evaluating, written communication, judgment, and analysis of data. This is like putting together an appraisal record. Then comes the time when the record needs to be discussed with the employee. This is the feedback session. It involves verbal communication, listening, problem-solving, negotiating, compromising, conflict resolution and reaching consensus and finally the decision making and development of performance.

Employees thrive on feedback because it ensures they are performing job duties and responsibilities according to the company expectations (Tuytens & Devos, 2012). On the basis of appraisal and feedback results, various decisions can be made about giving rewards (e.g., promotion, incentives, etc.) and punishments (e.g., demotion). All disciplinary issues and improvements are taken into account during the annual performance appraisal meeting.

The last stage of performance appraisal is 'development of performance,' or professional development, by providing opportunities for upgrading skills and professional interactions. This can be done by supporting participation in professional conferences or by providing opportunities for further study. Such opportunities can also act as incentives or rewards to employees (Saini, 2016).

The Role of Supervisors in Performance Appraisal

In their study, Cravens, Oliver, Oishi, & Stewart (2015) found that supervisors should provide a positive work environment for workers to thrive. “A positive workplace culture—one in which employees have reason to believe that they matter to the organization—is the key feature in achieving the goals of performance appraisal.” (p.22).

Setting the right challenges will help their employees develop a “growth mindset” and enlarge their ability to learn. Managers should face the challenges together and find out their employees’ most important objectives (Mom, Fourné, & Jansen, 2015). According to a study regarding the contribution of managers to performance appraisal, St-Onge, Morin, Bellehumeur, & Dupuis (2009) state that “managers’ motivation to evaluate subordinate performance is less about the technique used and more about leadership support, execution, and overall performance culture.” p.288.

Supervisors need to take time for performance evaluations, organize their calendar and reserve enough time for performance evaluations. The latter is a great tool for assessing why their employees are not performing well. They need to do their research on their employees in advance; collect feedback from peers, ask for 360-degree feedback and use tools to assess the employees’ strengths and weaknesses. It is

important to get a well-rounded picture of their employees' performance so they can cater to their individual needs.

It is important to identify their employees' strengths and weaknesses. If supervisors give their employees clear goals and a "true north," the workers will be able to clearly measure achievements. Hence, regular appointments and follow up with their employees' performance are to be made.

Finally, reward and recognition are necessary to keep their employees engaged. Managers should make their employees feel good when they reach performance goals (De Gieter & Hofmans, 2015).

Challenges and Difficulties of Setting Up a Performance Appraisal

Performance appraisal is important for organizations and employees. Unfortunately, performance appraisals are not on the top of the list of "favorite things to do" for either managers or employees, and there can be a number of problems with their administration. When the criteria used are subjective and not based on any measurable performance outcomes evaluators differ in their rating in the performance under consideration. This creates confusion and conflict (Van der Merwe & Nienaber, 2015).

When poor measures are developed, in many cases targets are set but no relevant measure is put in place. In other cases, no data can be collected or is kept as evidence to track performance (Sudnickas, 2016). Often, various organizational processes are created in isolation, there is a lack of alignment. The link between Strategy development, budgeting, and operational planning is developed by different groups of people with different frameworks being used. The performance management system lacks alignment between individual performance, departmental

performance and organizational delivery and so all systems default back to financial measurements (Ayers, 2015).

The management of poor performance is normally a reactive action, but in many cases, it is delayed and therefore turns into a discussion that is difficult to make relevant. Another reason poor performance is not managed on time is the lack of valid measurements and the collection of required evidence and measurement data.

Performance Appraisal for Pastors

Churches, like other organizations, are confronted with the issues of performance appraisal in dealing with their most critical resource, the clergy. The Seventh-day Adventist (SDA) Church is no exception. The idea of a performance appraisal is unappealing to many within the church settings and is sometimes resisted (McKenna & Eckard, 2009). The most basic expectation is that a pastor is a spiritual person with a strong commitment to Jesus Christ. From that commitment, all ministry flows. Each pastor is unique and should have freedom and encouragement to reach fulfillment and joy in ministry. Yet, “while most pastors are driven by a deeply rooted calling to their ministry, they are also responsible for running very complicated organizations that require a certain amount of structure and accountability” (McKenna & Eckard, 2009, p.310).

The *SDA Minister’s Handbook* (1997) and also the *SDA Church Manual* list the duties in two dimensions: his own spiritual and personal development and the development of the congregation he takes care of (General Conference of Seventh-day Adventists, 2010). The first dimension includes personal spirituality, family life, and professional growth. His duties towards the congregation include preaching the Word of God, caring for the members through visitations and counseling, ensuring church growth through training and involving members in soul winning and

administration. The top administration has a role to play in carrying the performance appraisal of pastors.

McKenna & Eckard (2009), in their study, define that role in five steps: designing a clear and definite purpose derived from the mission of the church and communicating it to the pastors. Indeed, the mere act of appraising performance does not accomplish anything in itself. A purpose is needed (Behn, 2003). The second step is to assign those in charge to ensure that things are on track. The third step is about setting up a process that allows the possibility to modify and redefine the measures as the community changes and/or resources increase or diminish; The fourth step consists in setting up an audit of pastoral effectiveness to prioritize current and desired measurement and finally, the fifth step is the establishment of measures to which pastors will be held accountable.

CHAPTER 3

METHODOLOGY

Setting of the Study

The study took place in West Africa region, especially in the Côte d'Ivoire Conference which has 70 churches, 66 companies and comprises 8161 church members. The conference covers 27 districts and the whole country. A total of 31 of the churches and 37 of the companies are in the rural areas while 39 churches plus 29 companies are in the urban regions. A pastor has an average of 4 churches and 3 companies under his leadership. Each church has an average of 326 members.

Research Design

The purpose of this study was to establish a performance appraisal system for pastors in Ivory Coast. The design adopted was a descriptive cross-sectional case study type that focused on the Côte d'Ivoire Conference of the Seventh-day Adventist Church. This design was appropriate to examine the (1) expectations of both local church officers and members regarding their pastors' performance; (2) challenges confronting pastors and (3) develop a performance appraisal tool for assessing the pastors based.

Population and Sampling Procedures

The target population for the study comprised local church leaders and church members as well as pastors of the 70 churches and 66 groups of Seventh-day Adventist- Côte d'Ivoire Conference (SDA-CCI). The choice of the population was intentional as only church leaders and members who have had many years of

experience within the church and who could easily respond to the questionnaire were selected. Therefore, all the 25 pastors were chosen and 197 members participated in the study.

A sample of 25 churches was randomly selected from the total of 70 organized churches and 24 groups from the non-organized churches 66 groups. From each of the 25 churches and 24 groups, only church officers and some selected church members were asked to respond to the questionnaires. The choice was 5 board members from organized churches and 3 members from non-organized churches. Table 1 clearly shows the sample.

Table 1. Sample of Respondents for the Study

Respondents	Total number of organized / non-organized churches	Sample	Respondents per sampled churches	Total respondents
Pastors				25
From organized churches	70	25	5	125
From non-organized churches	67	24	3	72
TOTAL				222

Research Instruments for Data Collection

Primary data has been relied upon in order to obtain accurate information. The researcher acquired the primary data through completion of the questionnaires and structured interviews. The questionnaire has been for the church members and officers and the interviews for the pastors.

For the questionnaire, Section I consisted of questions on demographics of respondents. Section II was to collect information on the expectations concerning pastoral duties. Section III was to collect data regarding the perceived actual actions of the pastors. Data helpful in preparing the tool came from sources such as church

operating manuals, pastors working policy manual. The tool has been submitted to a group of field pastors and church administrators for pilot-testing and reviewing for content validity. Further, structured interviews with the pastors have been also conducted to obtain information about their challenges on the work.

Ethical Considerations

Prior to conducting the study, the researcher prepared a proposal including the research instruments, which was submitted to AUA for approval and clearance. Also, the research sought authorization from the participating institution before proceeding to data collection.

Ethics demands that the researcher maintains privacy on information gathered for research work. The study can be somewhat sensitive as it relates to pastoral performance. For this reason, the participants were assured that all information obtained would be held confidential. Also, the researcher sought the consent and voluntary participation of respondents by explaining the nature and purpose of the study and therefore they made an informed decision to participate. In order to protect the identity, and reputation of the respondents as well as the pastors, the data were collected and treated in an aggregate manner, so as not to pinpoint who was involved and who said what.

In addition, appropriate credit for the work of others used in this study has been duly acknowledged by American Psychological Association (APA) citations style.

Data Collection Procedure

Upon receiving approval from AUA and SDA-CCI, the questionnaires were distributed to the respondents. The researcher used the help of some people to help collect the questionnaire. These individuals were trained as to how to collect the

information in the most ethical way. An interview was also scheduled with some pastors to investigate more about their challenges and their work in general. After collection of the questionnaires the researcher coded, keyed in and edited the data.

Method of Data Analysis

The processing of the study began shortly after the completed questionnaires have been returned. For the analysis, the Statistical Package for Social Sciences (SPSS) has been used to calculate frequencies. For the personal interviews, the information has been grouped into major themes and analyzed.

CHAPTER 4

RESULTS AND DISCUSSION

The purpose of this study was to create a performance appraisal tool to assess the work of SDA pastors within the conference of Côte d'Ivoire. The sample size was 222 respondents, of which 190 responded, which gives a response rate of 85.56 %. The rest of this chapter gives an account of the findings.

Demographic Characteristics of the Respondents

Table 2 presents the frequency distribution of the respondents regarding their gender, position in the church, years in the church, marital status and gender. From Table 2, 68% of the respondents were males whereas 32% were females as illustrated in table 2. When it comes to their position in their respective churches, 36% of the respondents were department heads, 21% were elders, 19% were church members, 10% were church treasurers, 8% were church elders and 7% were church clerks.

The distribution makes sense because, in the SDA Churches, there are more department heads than top administrators (i.e. church elders, treasurers, and clerks). Moreover, only a selected number of church members were respondents in this study, based on their ability to understand the issue under consideration, hence they constituted only 19% of the total number of respondents. In terms of the number of the years spent in the church, the majority of the respondents had more than 15 years (83%). Concerning marital status 71% were married and 28% were singles. About age, 36% were between 35 and 44 years, 33% were between 45 and 54 years.

Table 2. Frequency Table for the Demographic Variables

Variable	Frequency	Percent
Gender		
Male	129	67.9
Female	61	32.1
Total	190	100.0
Position in church		
First elder	15	7.9
Elder	39	20.5
Treasurer	18	9.5
Secretary	14	7.4
Dept. Head	68	35.8
Church member	36	18.9
Total	190	100.0
Years in church		
2-5 years	8	4.2
6-10 years	4	2.1
11-15 years	20	10.5
More than 15 years	158	83.2
Total	190	100.0
Marital status		
Single	53	27.9
Married	135	71.1
Widow/er	2	1.1
Total	190	100.0
Age		
than 25 years old	4	2.1
25-34 years old	21	11.1
35-44 years old	69	36.3
45-54 years old	62	32.6
55-64 years old	34	17.9
Total	190	100.0

In summary, most of the respondents were mature adults (the majority of them were above 25 years old), married, have been in the church for at least 15 years, and have held some leadership responsibilities within their churches.

Research Question 1

What are the expectations of the local church officers (treasurers, elders, department directors) regarding their pastors' work performance in the Côte d'Ivoire Conference?

In order to address this question, a survey was sent to the church officers of the local churches. The survey listed the duties and obligations of the pastor, divided into seven sections: evangelism, visit members, pastoral counseling, sermons, administration, relationship/communication with the conference, and training of church members. For each section, the respondents were to indicate whether they felt by a YES or NO if that duty was to be expected from the pastor. The following paragraphs give a detail of the findings. Table 3 presents the findings.

Table 3 shows that most of the members expect the pastors to reach out in the form of evangelism. In particular, they expect the pastor to train them to reach in evangelism effort (97.4%) and to supervise their efforts regarding evangelism (96.3). They also expect the pastor to make plans to reach un-entered territories (94.7). The pastor is also expected to make plans to work in small groups (cottage evangelism) and to conduct public evangelism effort 81.1%.

Table 3. Expectations of Church Members in Evangelism (in Percentage)

Expectations	No	Yes
Public evangelism efforts	18.9	81.1
Baptismal classes	58.9	41.1
Training of members in evangelism	2.6	97.4
Follow up of LE efforts	36.8	63.2
Plans for un-entered areas	5.3	94.7
Plans for small groups	16.3	83.7
Supervision of efforts of lay members	3.7	96.3

It is rather interesting that the highest expectation of the members lies more in the training of lay members to help in evangelism effort. This may be because the church members realize that the pastor cannot, all by himself, execute the evangelistic plans especially if he has a lot of churches. They would rather he trains them to do the job and supervise their effort. An interesting finding is that less than 50% of the members expect the pastor to conduct baptismal classes. This could be due to the fact that the pastor may not be always available every week to conduct baptismal classes in every church. The members realize that this is an impossibility, and because baptismal classes require regularity, they do not expect the pastor to be there and conduct these classes.

Visitations are very important in the Seventh-day Adventist Church. In fact, it is expected that the church pastor visits his church members regularly. Therefore, the researcher investigated church members' expectations. Table 4 presents the results.

Table 4 shows the expectations of church members regarding the visitation program to church members. The highest percentages lie in the visit to those who are weak in the faith (96.3%), who are backsliding (94.7%) and the quality of the visitation session itself (95.3%). The members do expect the pastor to visit the family accompanied by an elder (82.1%). The lowest expectations lie in the number of hours spent in visitation (61.1%) or the frequency of visits made (50.5%) or the number of families to visit (44.7%). This is a significant indication: the members are less concerned of the pastor filling in the statistics in regard to these visits (so many hours spent, so many visits made, or so many families visited), rather they are more concerned about the pastor making effort to nurture the church members who are getting discouraged and are disengaging themselves from the church fellowship. They are also interested in the pastor spending spiritual quality time during the visit.

Table 4. Expectations of Church Members in Church Visitations (in Percentage)

	No	Yes
Church visitation every 3 months	49.5	50.5
Significant visitations: exhortations and prayer	4.7	95.3
Visit backsliders	5.3	94.7
Visit two families per day	55.3	44.7
Visit those who are weak in the faith	3.7	96.3
Visit with a church elder	17.9	82.1
No. of hours reserved per week for visits:10 hours	38.9	61.1

Table 5 deals with the expectations regarding counseling sessions of the pastors with the church members. The highest expectations, with the same percentages (98.9%) have to do to with confidentiality and the use of the Bible during counseling. The implication of this finding is that the members know that the pastor is not a psychologist nor do they expect him to be one, rather they want him to use the Bible as a basis for his counseling.

Table 5. Expectations of Church Members in Pastoral Counseling (in percentages)

	No	Yes
Place for counseling	8.4	91.6
Confidentiality issues	1.1	98.9
More listening and less talking	3.2	96.8
Guiding the person to help himself	33.7	66.3
Use of the Bible	1.1	98.9
Record keeping of meetings	14.7	85.3
Counseling session 6 hrs. per week	27.9	82.1

They also expect him to treat each member involved in the counseling session with respect to keeping the matters discussed confidential. The members also expect the pastor to listen more than talking and giving suggestions. The lowest percentage was related to the fact that the members expect the pastor to let the member talk and eventually find a solution to his own problem (66.3%). Somehow, a third of the

respondents do not agree with this method. Whether they want the pastor to step in and show the way to the solution or not, is an element that requires further analysis.

Regarding sermon content and delivery (Table 6), the expectations of the members are very high. They want biblically-based sermons (98.9%), 96.2% expect doctrinally sound and timely sermons, 95% expect sermons that are relevant, that is, that touch their hearts and is related to their everyday realities, 93% expect the sermon content and delivery to be well organized, interesting but yet serious. The lowest percentage deals with the number of hours of sermon preparation (66%). This may be due to the fact that the average church member does not concern himself/herself about how long should the pastor spend to prepare his/her sermons. Slightly more than a third of the respondents do not expect the pastor to be there to preach a sermon per week. Again, this may be due to the fact that they know the reality: the pastor cannot physically be present every Sabbath in every church at the moment of divine worship.

Table 6. Expectations of Church Members in Sermon Delivery (in Percentage)

	No	Yes
Christ-centered sermons	9.3	90.7
Biblically based sermons	1.1	98.9
Doctrinally sound sermons	3.7	96.3
Timely sermons	3.7	96.3
The right use of the pulpit	17.9	82.1
Organized content and delivery	6.8	93.2
Relevant sermons	5.3	94.7
2 hrs. per week for sermon preparation	33.7	66.3
Preaching one sermon per week	36.6	63.4
Interesting yet serious	6.9	93.1

The highest expectations when it comes to the administrative duties of the pastor concern the standards that need to be set for the implementation of activities.

The pastor, therefore, is supposed to set the standards (97.9%) and evaluate the

effectiveness of the church programs (96.3%). 95.3% of the respondents expect him to develop plans through the committee meetings, and 93.2 expect him to attend the important church meetings. 90% also expect him to keep 1 to 4 hours per week as office hours. Table 7 shows the results.

Table 7. Expectations of Church Members in Administrative Responsibilities (in Percentage)

	NO	YES
Development of plans through committee meetings	4.7	95.3
Documentation of plans and programs	7.4	92.6
Approval of church plans and program	18.9	81.1
Delegation of plans and programs	11.1	88.9
Standards for activities are set	2.1	97.9
Attendance at necessary church meetings	6.8	93.2
Attendance at necessary church school meetings	10	90
Accepts others' ideas	9.5	90.5
Evaluate the effectiveness of church programs	3.7	96.3
Office hours – 1 to 4 hrs.	10	90

Table 8 shows the expectations regarding the role of the pastor as a liaison between the conference and the local church. 99 % of the church members expect the pastor to promote the conference program and to send an accurate report from the local churches to the conference. 97% expect him to motivate the members to support the conference program and 96% expect him to reports to the conference regularly.

Table 8. Expectations of Church Members in the Pastor's Working Relationship with the Conference (in Percentage)

	NO	YES
Promotion of conference programs	1.1	98.9
Motivate members to support conference programs	2.7	97.3
Delegate responsibilities to church officers	4.8	95.2
Communicate conference through newsletters, etc.	16.3	83.7
Regular reporting to conference	3.7	96.3
Accurate reporting to conference	1.1	98.9

Regarding the expectations about training, the majority of the respondents has high expectations regarding training (more than 90% for all of the items). The highest is a 100% of the expectations regarding the plans for training new church officers. Not only planning is expected, but the pastor is to conduct the training himself and to show how to evangelize and make visitations through his own example (97%). The findings confirm the previous ones in that the members would like to be equipped to do the job, probably because they realize the pastor cannot always be present with them. They seem to be willing to carry their fair share of responsibilities as long as they are equipped to do so. See table 9 below.

Table 9. Expectations of Church Members in Training (in Percentage)

	NO	YES
Plan for Training new church officers	0	100
Plan to train the members spiritually	6.9	93.1
Preaching seminars	4.2	95.8
Stewardship seminar	8.4	91.6
Sabbath school seminars	5.8	94.2
Conduct officers' training	3.2	96.8
Training through example	3.2	96.8

Research Question 2

What are the levels of actual performance of the pastors as perceived by the local church officers?

In order to address this question, a survey was sent to the church officers of the local churches. The survey listed the duties and obligations of the pastor, divided into seven sections: evangelism, visit members, pastoral counseling, sermons, administration, relationship/communication with the conference, and training of church members. For each section, the respondents were to indicate whether they felt

the pastor's performance was: 1- below expectations, 2 - matched the expectations or 3 – above expectations (exceeded expectations). The figures in the table below show the percentage of respondents who expressed their opinion.

Table 10 shows that 55% of the respondents felt that the pastors were performing below expectation when it comes to holding baptismal classes. 48% indicated a low performance when it comes to the follow up of literature evangelists' would-be converts. 27% expressed that the pastors were not doing well when it comes to planning to work with small groups and 24% of them indicated that the pastors were below expectations when it comes to holding public evangelism efforts during the year. 61% indicated that the pastors meet the expectations when it comes to making plans to enter in new territory and 54% indicated that the expectation of training of members in evangelistic efforts is being met.

Furthermore, 53% expressed that the pastor meets expectations for the supervision of efforts of lay members. 37% percent of the respondents indicated that the pastors exceed performance when it comes to efforts to hold public evangelism. One-third of the respondents indicated two other areas where the pastors exceed performance, namely, training of members for evangelism and planning for reaching un-entered areas. Overall, the percentages indicate that when it comes to evangelism, the majority of the members perceive that the pastors meet the expectations in certain areas, but a lower percentage indicates that the pastors do exceed their expectations. On the other hand, a high percentage (more than half) indicate that the pastor's lowest performance is holding baptismal class

Table 10. Actual Performance Regarding Evangelism (in percentage)

	Below expectations	Meet Expectations	Exceed Expectations
Public evangelism efforts	24	39	37
Baptismal classes	55	29	16
Training of members in evangelism	16	54	30
Follow up on LE effort	48	35	17
Plans for Un-entered areas	9	61	30
Plans for small groups	27	48	25
Supervision of efforts of lay members	22	53	25

From table 11, it can be said that more than half of the respondents (55%) feel that the pastor performs below expectation when it comes to visiting members on a quarterly basis. The same applies to the number of hours consecrated per week to visit church members, i.e. 53% of the members feel that the pastor does not meet the expectations. Further, a slightly lower percentage of respondents (49%) feel that the pastor performs below expectation regarding the number of families that are visited per day. However, 52% of the respondents feel that there are quality visits, in the sense that the visits are not mere socializing but time spent in uplifting those who are being visited. 45% and a close 44% feel the pastor meet the expectation in visiting the weak in the faith and the backsliders. Only around one-fourth of the respondents feel that the pastor exceeds expectations regarding the visitation variable.

Table 11. Actual Performance Regarding Church Visitations (in percentage)

	Below expectations	Meet expectations	Exceed expectations
Visit members every 3 months	55	19	26
Significant visitations: exhortations and prayer	21	52	27
Visit backsliders	37	44	19
Visit two families per day	49	27	24
Visit those who are weak in the faith	31	45	24
Visit done with a church elder	42	31	27
10 hours per week reserved for visits.	53	26	21

Regarding pastoral counseling, 38% of the respondents perceive that the pastors do not meet the expectation regarding the 6 hours of counseling sessions per week. 34% feel that the expectation of a convenient place for counseling is not met and 35% express that the expectation regarding keeping a record of the counseling session is not met. On the other hand, 65% express that the pastors meet the expectation of lending a listening ear and talking less, 55% perceive that the pastor makes use of the Bible as a basis for counseling, and half perceive that the pastor does have a convenient place for counseling, and respecting privacy and confidentiality of conversation (49%). The areas where the members indicate that the pastor exceeds performance are about the use of the Bible as a basis for counseling (40% of the respondents perceived such) and keeping confidentiality (36%).

Table 12. Actual Performance Regarding Pastoral Counseling

	Below expectations	Meet expectations	Exceed expectations
Convenient place for counseling	34	50	16
Confidentiality issues	15	49	36
More listening and less talking	12	65	23
Guiding the person to help himself	22	43	35
Use of the Bible	5	55	40
Record keeping of meetings	35	47	18
Counseling session 6 hrs. per week	38	37	25

The findings for sermon preparation and delivery variable (from table 13) show a very encouraging fact. 31% of the members expressed that the pastor is below expectation when it comes to the number of sermons preached per week. Only one-fourth of the respondents felt that the pastors were below expectations when it comes to making the right use of the pulpit. However, the majority of the respondents indicate that the pastors meet the expectations of the church members.

They deliver relevant sermons (66%), that are interesting yet serious (63%), are timely (60%) and are doctrinally sound (54%). Further, 47% of the members felt that the pastors exceed expectation when it comes to preaching doctrinally sound sermons and Bible-centered sermons. Hence the members feel that the pastors are equipped for sermon delivery. Yet, it can be said that there is room for improvement, since the expectations are just met, and less than 50% of the respondents indicate that the pastors do not exceed their expectations.

Table 13. Actual Performance Regarding Sermons

	Below expectations	Meet expectations	Exceed expectations
Christ-centered sermons	4	49	47
Biblically based sermons	4	51	45
Doctrinally sound sermons	9	54	37
Timely sermons	4	60	36
The right use of the pulpit	25	51	24
Organized content and delivery	7	51	42
Relevant sermons	3	66	31
2 hrs. per week for sermon preparation	33	38	29
Preaching one sermon per week	31	35	34
Interesting yet serious	9	63	28

From table 14, the findings for the variable “administrative duties” show that more than half of the respondents feel that their expectations are met regarding the development of plans through committee meetings (60%), delegates the plans and programs (59%), set standards for activities (59%), attends necessary church school meetings (57%), evaluates the effectiveness of church programs (56%) and accepts the ideas of others (57%). Further, more than a third of the respondents did indicate that the pastors exceed expectations when it comes to evaluating the effectiveness of the church program and attending church board meetings. However, the pastors do not

meet the expectations of the respondents when it comes to the number of hours consecrated to administrative duties (37% of the respondents indicated that).

Table 14. Actual Performance Regarding Administrative Duties

	Below expectations	Meet expectations	Exceed expectations
Development of Plans Through Committee Meetings	14	60	26
Documentation of Plans and Programs	25	45	30
Approval of Church Plans and Program	25	45	30
Delegation of Plans and Programs	11	59	30
Standards for Activities Are Set	12	59	29
Attendance at Necessary Church Meetings	9	57	34
Attendance at Necessary Church School Meetings	27	56	17
Accepts Others' Ideas	17	57	26
Evaluate Effectiveness of Church Programs	10	56	34
Office Hours – 1 To 4 Hrs. Per Week	37	37	26

The pastoral role of liaison between the conference and the members are highlighted in table 15. Overall, the majority of the members indicated that the pastors perform well in that role. Indeed, this variable has the highest percentages of “meet expectations,” compared to the other variables under study. 74% of the members feel that the pastor meets the expectation of regularly reporting to the conference. 61% perceive that the pastors meet the expectations of promoting the conference’s program and 60% perceive that he does delegate authority coming from the conference to the church leaders.

Close to 40% of the respondents felt that the pastors exceed the expectation of motivating the members to support the programs of the conference, and 32% indicate that when it comes to promoting the programs/activities of the conference, the pastors exceed expectations. Yet, one-fifth of the members felt that the pastors do not meet

their expectations when it comes to transferring the important announcements coming from the headquarters.

Table 15. Actual Performance Regarding Communication and Relationship with the Conference

	Below expectations	Meet expectations	Exceed expectations
Promotion of conference programs	7	61	32
Motivate members to support conference program	5	55	40
Delegate responsibilities to church officers	10	60	30
Communicate conference through newsletters, etc.	21	48	31
Regular reporting to conference	11	74	15
Accurate reporting to conference	14	64	22

Table 16 shows that 47% of the members feel that the pastor is performing below expectation when it comes to developing a comprehensive plan to study church doctrines with church members and train them in sharing their understanding. This is the highest percentage recorded when it comes to “below expectations.” In the same line, when it comes to conducting Sabbath School seminars and Bible Study seminars, 44% of the members indicate that the pastor is below expectations. On the other hand, 53% of the members feel that the pastor meets the expectation of conducting the stewardship seminars. The members perceive that the pastor meet expectations regarding the training of new church officers (50%), and conduct regular training for existing officers (50%). More than a third (31%) of the respondents felt that the pastor is a role model, that is, he trains through example.

Table 16. Actual Performance Regarding Training (in percentages)

	Below expectations	Meet expectations	Exceed expectations
Plan for Training new church officer	20	50	30
Plan to train the members spiritually	47	34	19
Preaching seminars	42	37	21
Stewardship seminar	23	53	24
Sabbath school seminars	44	41	15
Conduct officers' training	29	50	21
Training through example	26	43	31

The analysis is further pursued to compare the findings of the expectations vis-à-vis those of the performance. When it comes to evangelism, the majority of members had expectations are about training the church members, supervising the evangelistic efforts and planning to get into new territories. The highest performance is along the same line: training of church members and planning regarding evangelism into new territories. However, it must be noted that the percentages of expectations are slightly higher than the percentages of actual performance (95% versus 83%).

For the visitation variable, most members have their highest expectations in visiting the weak in faith and having significant, i.e. visits that uplifts the members spiritually. The comparison with the performance also indicates that a good number of members do find that the pastors hold significant visits. However, the percentage of expectations (96%) is higher than the percentage of the fulfillment of these expectations (96% vs. 69%).

The third variable is about pastoral counseling. The highest expectations were found to be concerned with confidentiality issues, use of the Bible as a base for counseling, and more listening and less sermonizing. These items were also found to have the highest percentages when it comes to performance; i.e. the pastors meet the

expectations or even exceed the expectations in those areas. Still, the percentage of expectations are higher than the percentage of actual performance (99% versus 95%).

The variable “sermon preparation and delivery” comprised items like “biblically-based sermons,” “doctrinally sound sermons” and “relevance.” An average of 96% of the respondents expressed their high expectations on these items, and it also found that the pastors delivered the sermons according to this expectation. The average percentage of respondents who felt that the pastors outperform themselves along those three items were close to 94%. Hence the gap in percentage between expectations and the fulfillment of these expectations is narrow for sermon preparation and delivery.

For the variable regarding administrative duties, the highest expectations concerned standards for activities are set, evaluation of the effectiveness of program and development of plans through committees. The highest percentages regarding the actual performance also were along these lines. Around 90% of the respondents felt that the pastors met their expectations. This percentage, however, is lower than the number of expectations, which was an average of 96%.

Regarding the role of the pastor as a liaison between the headquarters and the local church, three items met very high expectations rating: promotion of Conference program, making sure of accurate reporting and motivating members to support the Conferences’ programs. 99% of the respondents expressed their expectations regarding these three items. For two of these items, 90% of respondents rated that their expectations were being met by the pastors, namely, promotion of Conference programs and motivating members to support the Conference. For the item “the pastor makes sure that church reports are accurate” only 86% of the respondents said that the

pastors met that expectation. Thus, there is a larger gap between the expectations and the fulfillment of this particular item (99% vs. 86%).

The training variable is the last variable under study. The respondents (an average of 97%) expected the training of new church officers, training on how to preach, and training through examples. These three items had the highest expected rates. The comparison with the performance is interesting. Only 80% of the respondents perceived that the expectations are being met regarding the training of the church officers and through example. An even fewer number (58%) perceived that the performance of pastors regarding training for preaching is at par with the expectations. Indeed, from all the variables under study, training has shown the highest percentages of “Below Expectations.” This is an area of serious concern, considering that the expectations were among the highest.

Research Question 3

What are the challenges that the pastors meet in fulfilling their workload requirements?

During the course of their duties, pastors often endure tests, encounter difficulties among which we will retain those ones. An interview was done with the pastors to discuss some the challenges they meet as per the study variables.

Evangelism

The pastors talked about the availability of church members to engage in evangelism. There is also the problem of the financial means to support the efforts of evangelization before, during and after their realization. The pastors deplore the fact that few people who have received training on evangelism are able to put into practice what they have received during the training; the lack of material and pamphlets to

support evangelistic efforts. Finally, some members believe that evangelism is reserved only for the person of the pastor.

Church Member Visitation

For visitation, the pastors highlight the lack of resources and travel budgets because even for a single church the members live far from one another. This is more so in the case of a district which combines several churches. Also, some members often complain about the lack of visit by the pastor but when the latter want to do so, they are either unavailable or absent.

Pastoral Consultation

Some pastors mention the absence of an adequate place for effective pastoral consultation. Others find that members are wary about confiding their problem, hence the categorical refusal of certain members who consider that the practice belongs not only to Roman Catholic Church but also is a means of disturbing their privacy. However, some members desire it ardently but unfortunately, they are inaccessible.

Preparation of Sermons and Preaching

Most of them said they did not have too many difficulties at this level.

Administration

The pastors unanimously denounce the tardiness and absence of the members to the various convocations very often because of their personal activities. The pastors also mention a lack of motivation on the part of members who are not fully engaged in church activities.

Communication with the Conference

Some of the pastors said that there is often a lack of communication between the conference and the pastor and, in this case, very often the pastor acquires the information from the members. The pastors feel that some information, given their importance, should get to them a little earlier in order to take the necessary steps to participate.

There is also the fact that there are too many centralized meetings with the conference and the district, a situation which, on the one hand, weakens the finances of the churches and, on the other hand, impinges on the program of pastoral visits. There is also a delay in the preparation of the programs of activities of the conference, which disturbs and affects the programs of the local churches which are already established.

Training of Church Members

The main problem is the absence of members at training meetings for various reasons: the members think there are already familiar with the topic, which, according to the pastor, is not always true. There is also not enough time to train them in evangelism. Also, the pastors mention that most of the members refuse to be trained on Sabbath afternoons for personal reasons.

As a summary of the challenges highlighted in this section, the findings seem to indicate that the members need to be nurtured in the area of engagement in church activities in order to benefit from the various intervention of the pastors. The pastors would like more cooperation from the members. There is also an implicit cry for support from the higher administration regarding more materials, finances, and support, to enable the pastors to effectively do his job.

Research Question 4

What type of performance evaluation tool can be used for the pastors of the Côte d'Ivoire Conference?

This section deals with the development of a performance appraisal tool for the Côte d'Ivoire conference based on the findings above. The elements of performance that are emphasized are those exhibited by the pastor when he is dealing with the congregation. These elements are categorized into seven groups: evangelism, visit members, pastoral counseling, sermons, administration, relationship/communication with the conference, and training of church members.

The data collected concerning the expectations of the church members, since they are the ones at the receiving end of the pastor's services, compared to the actual delivery of the services, as perceived by the same members. In order to give a complete picture of the situation, the pastors were interviewed about the challenges they face in the field when they are working. Based on the findings, the following performance appraisal tool is proposed.

Proposed Performance Appraisal Tool for Pastors

Performance Appraisal (PA) Instrument Usage Directions

1. Objectives of the PA
 - a. Administrative Objective — used as a basis for a decision about the pastor's work. This may include promotions, termination, recognition, rewards etc.
 - b. Developmental Objective — used for future-oriented decisions toward improving pastors' performance and strengthening their job skills. It may include providing feedback, counseling pastors on effective work behaviors and offering them training and other learning opportunities.
2. The Users of the PA Instrument:
 - a. The field pastor—for self-evaluation of his/her work performance.

- b. Conference administrators—for evaluation of field pastor’s work performance.
 - c. Church members—for evaluation of their pastor’s work performance.
3. The Performance Appraisal Process:
- a. All field pastors should be given the PA instrument before the evaluation takes place. Pastors should study the requirements of the PA instrument. It is made in two sections: Section 1 – An analysis of the behavior as perceived by the evaluator and Section 2 – A statistical report of the outcomes of planning and performance such as the number of visits done, or the number of baptisms.
 - b. Field pastors should be evaluated biannually or annually. The conference/mission administrator’s knowledge from observation of the field pastor’s activities and the field pastor’s monthly reports should be the basis for the performance evaluation.
 - c. The administrator should have the opportunity to study the field pastor’s monthly reports, observe the pastor’s work performance over a period of at least three months.
 - d. The (evaluator) should circle each pastoral technical or practical skill (listed under each pastoral function) that he has observed in the pastor’s performance of his/her duties. The scale to be used can be for example:
 - 1. Unsatisfactory
 - 2. Satisfactory
 - 3. Good
 - 4. Excellent
 - e. After the evaluation of the pastor’s job performance, the administrator should have an appraisal interview with the field pastor. The administrator and field pastor should discuss, in a positive and helpful way, the strengths and areas needing strengthening in the field pastor’s work. Both the administrator and the field pastor should feel free to make suggestions on ways to improve future job performance of the field pastor. High performing pastors should be given letters of commendation. Low performing pastors who repeatedly perform below expectation will be given a letter of warning.
4. File the evaluation in the pastor’s personal record file.

Pastoral Performance Appraisal Tool

Name of Pastor being evaluated	Date of Evaluation			
Name of Evaluator	Position of Evaluator in the Conference			
SECTION 1				
OVERALL PERFORMANCE				
Please place an (X) in the columns on the right to indicate whether the overall performance of the pastor is:				
1. Unsatisfactory				
2. Satisfactory				
3. Good,				
4. Excellent				
	1	2	3	4
1. Level of spirituality demonstrated in his conduct				
2. Level of faith, expressed verbally, that he has in his calling as a pastor				
3. How he relates to his superiors, the other pastors, and with the church members				
4. Level of understanding of the theological issues raised within his congregation				
5. Level of understanding of his duties as a pastor				
PERFORMANCE ON THE FIELD				
Please place an (X) in the columns on the right to indicate whether the overall performance of the pastor is:				
1. Unsatisfactory				
2. Satisfactory				
3. Good				
4. Excellent				
<u>Administrative Duties:</u>	1	2	3	4
Criteria for leadership in administrative duties:				
• Prayerful				
• Reliance on the Holy Spirit's guidance				
• Well prepared in advance				
• Readiness to listen to the others				
• Readiness to make decisive decisions				
• Readiness to take responsibility for the actions undertaken				
1. The manner in which he leads board meetings				
2. The manner in which he leads Departmental Councils				
3. The manner in which he leads other administrative Meetings				
<u>Pastoral Duties</u>				
<u>Pastoral Visitations:</u>				
Criteria for quality visits:				
• Spiritual reinforcement				
• Prayerful				
• Cordial and empathic				
1. Visits to the church members				

2. Visits to the non-church members				
3. Visits to the backsliders				
4. Visit the sick, the bereaved or the person facing difficulties				
Sermon Delivery: Criteria for the quality sermon: <ul style="list-style-type: none"> • Christ-centered • Based on solid doctrinal foundations • Appropriate for the times and circumstances (like when there is a natural disaster, the sermon speaks hope) 				
The quality of the sermon that the pastor preaches				
Training: Criteria for quality training: <ul style="list-style-type: none"> • Equip the trainees to accomplish the goals set • Encourage the trainees to work wholeheartedly • Listen to the trainees' challenges and help them to find a solution 				
1. Youth Training Seminars				
2. Stewardship Guidance Programs				
3. Sabbath School/Bible class Teachers Seminars				
4. Lay Preachers Training				
5. Church Officers Training				
Evangelism: Criteria for quality evangelism effort: <ul style="list-style-type: none"> • Accomplished with heavy reliance on prayer • Fully dependent on the Holy Spirit for guidance • Motivated by a deep desire to win souls for Christ • Efficient – get a lot done with the wise use of resources (no waste) • Done in a variety of territories – urban, rural, reaching the rich as well as the poor, the educated as well as uneducated 				
1. Public evangelism				
2. Bible Studies/Personal Evangelism				
3. Supervision of Lay Members' Evangelism				
4. Revelation Seminars				
Communications with the conference: Criteria for quality communication: <ul style="list-style-type: none"> • Promotes members' support of the conference's activities • Timely • Accurate 				
1. Reports to Conference/Mission				
2. Communication coming from the Conference				
SECTION 2: NUMERICAL REPORT OF THE OUTCOMES OF PERFORMANCE				
Pastoral Visitations				
1. Number of visits made to the church members				
2. Number of visits made to non-church members				

3.	Number of visits made to church members who do not come to church anymore				
4.	Number of visits made to the sick and the old people who are still willing to come to church but cannot				
5.	Number of visits made to the bereaved				
Training					
6.	Number of Youth Training Seminars conducted				
7.	Number of Stewardship Guidance Programs conducted				
8.	Number of Sabbath School/Bible Class Teaching Seminars conducted				
9.	Number of Lay Preachers Training conducted				
10.	Number of Church Officers Training Seminar conducted				
Evangelism					
11.	Number of persons baptized				
12.	Number of small groups contacted				
13.	Number of former church members reclaimed				
14.	Number of new territories entered				
15.	Number of new companies organized				
16.	Number of new churches organized				

CHAPTER 5

SUMMARY, CONCLUSION, AND RECOMMENDATION

Summary and Conclusion

The purpose of this study was to propose a performance appraisal tool for the pastors in Côte d'Ivoire Conference. The findings showed an interesting pattern between expectations and actual performance, as perceived by the respondents who are local church leaders and church members. In general, the members indicated that the expectations they have towards the pastors are usually met by the latter. The higher the expectation, the higher the performance. On the other end, when the expectation is low, the members perceive that performance is also low, i.e. the lower the expectation, the lower the performance. However, in certain areas, there was a big gap between expectations and fulfillment of those expectations. In particular, the areas most affected are in training and visitations.

Furthermore, overall the findings seem to point out that the pastors exceed expectation when it comes to the “public area” of pastoring: sermon delivery, public evangelism but they perform below expectations when it comes to the interpersonal area such as visits and spiritual nurturing of the individual member, after the latter has been integrated in the flock. Although the respondents do not express high levels of expectation regarding this matter, they did mention that the pastors are not doing well in those areas. This can be understood in the light that the pastor may not be able to attend to the needs of each individual member but tries to deliver performance in a collective manner. This point shows the limitation of the pastor as he cannot attend to

each and every spiritual need on an individual basis. The findings from the survey revealed that the members seem to understand the limitation of their pastors, and hence would like him to offer more training so they can assist him in his evangelism efforts.

An interesting point to highlight from the survey is that in general, the expectations of the members regarding the “numbers” were lower than their expectations regarding the behavior and quality of the performance of their pastor during the visits. The members are concerned about the pastor working to nurture those who are discouraged and backsliding and to take care of the spiritual needs of those who are strong.

Furthermore, the challenges that the pastors reveal during the interview highlight the fact that they need support from the higher administration as well as more engagement from members’ part to deliver what is expected.

Recommendations

For the Conference Administrators

1. The pastor is employed by the conference. In that sense, he represents the conference in the eyes of the church members. The conference, therefore, needs to make sure he is fully trained to perform his duty.
2. The pastor is a messenger bringing the Good News to the people. The latter is not blind to his deficiencies. Hence the conference has to make sure to place the right person in the right congregation to match expectations with service delivery.
3. The challenges of the pastors need to be looked into and addressed as much as possible to allow the pastors to do their job properly.
4. The pastors, as well as the members, need to feel and to have, in a tangible manner, the support of the church leaders to accomplish the task at hand. Whether it is in the form of spiritual, financial as well as other types of resources need to be put at their disposition.
5. In order to help the pastors to help the church members develop into disciples in the church, measures need to be put in place to train the lay preachers and evangelists. The pastors cannot and may not be skilled to train the lay members regarding the various dimensions of service.

For the Pastors

1. The Pastor needs to put their ears to the ground and listen to the church members. The latter expresses a need to be properly trained to work with the pastor and carry the gospel to all the people.
2. Although the members are part of a collective group, each one wants to be considered as an individual too with his or her spiritual needs. The pastor needs to be aware of that fact and, as much as feasible, create space and time for the church member to relate to a unique individual.
3. In as much as is within his possibility, the pastor needs to train the church members if they are to cooperate with the pastors in the various activities of the church.
4. The pastor needs to make sure he acts in his role as a go-between the conference and the church members. He needs to report accurately to the conference and communicate the news and issues that the conference has to convey to the local church. Accountability and transparency are paramount to building trust between these two entities, and the pastor needs to be aware of his strategic position.

APPENDICES

APPENDIX A

CHURCH STATISTICS 2002-2015

Table 17. Number of Pastors/Tithes/Offerings/ Baptisms from 2002-2015

	Number of pastors	% growth	Tithes in `000s	% Growth	Offerings in `000s	% growth	Bapti sms	%
2002 - 2005	9	0	360,817	0	75,656	0.000	1520	
2006 - 2009	12	33	361,228	0.11	80,217	6.03	1758	16
2010 - 2013	18	100	362,998	0.60	82,611	9.19	1750	15
2013 - 2015	25	178	362,029	0.34	81,898	8.25	1690	11

APPENDIX B
QUESTIONNAIRES

Questionnaire (English Version)

Dear Respondent,

I am an MBA student at the Adventist University of Africa. For my final project, I am researching about performance appraisal among pastors. The final aim is to design a performance appraisal tool for the pastors of the whole conference. This present questionnaire has been designed to collect data on the expected duties of the pastors in the SDA Church from the Côte d'Ivoire conference and their perceived actual performance. As a church member, you are the right person to provide the data. Kindly fill the questionnaire as honestly as possible. Rest assured that the information will be used strictly for this academic exercise and the data will be analyzed in an aggregate manner so no one will be singled out.

Thank you for your participation in this endeavor.

Amon Innocent

Student at the Adventist University of Africa

SECTION A- DEMOGRAPHIC INFORMATION

In this section, please indicate your answer in the space provided after each item.

1. Gender:

Male _____

Female _____

2. What is your current position in the church?

a) First Elder _____

b) Elder _____

c) Treasurer _____

d) Church clerk _____

e) Department head _____

f) Church member _____

3. In total how many years have you been in the church?

Less than 2 years _____

2 - 5 years _____

5 - 10 years _____

10 - 15 years _____

Above 15 years _____

4. Marital status:

Single _____

Married _____

Divorced _____

Widow/widower _____

5. To which age group do you belong?

Less than 25 years old _____

Between 25 - 34 years old _____

Between 35 - 44 years old _____

Between 45 - 54 years old _____

Between 55 - 64 years old _____

More than 65 years old _____

SECTION B- EXPECTATION ABOUT PASTORAL FUNCTIONS AND DUTIES

In this section, indicate your answer by placing a X in the box provided at the right of each item. You have a choice between:

1. Yes

2. No

		YES	NO
	A. ABOUT EVANGELISM		
1	This Pastor conducts 5 or more public efforts in a year		
2	This Pastor has regular baptismal classes.		
3	This Pastor trains and involves church members in soul-winning efforts.		
4	This Pastor follow-up literature evangelists' interests.		
5	This Pastor makes plans to enter new territories.		
6	This Pastor makes plans to enter people groups.		
7	This Pastor supervises lay efforts.		
	B. ABOUT CHURCH MEMBERS VISITATION		
8	This Pastor develops plans to visit all his/her church members in a 3 months period.		
9	This Pastor shares spiritual thoughts builds up faith and prays with members during visitations.		
10	This Pastor plans and visits the backsliders.		
11	This Pastor visits at least 2 families per day.		
12	This Pastor encourages active church members to visit spiritually weak or backsliding members.		
13	This Pastor takes a church elder or deacon with him during visitations.		
14	This Pastor averages 10 hours a week in visitation.		
	C. COUNSELING		
15	This Pastor prepares an ideal place for counseling.		
16	This Pastor keeps counseling information strictly confidential.		
17	This Pastor listens to the counselee most of the time.		
18	This Pastor speaks only to help the counselee to see and to solve his/her own problem.		
19	This Pastor uses the Bible as the source for solving problems and encouraging members.		
20	This Pastor maintains up-to-date private counseling records.		
21	This Pastor schedules at least 6 hours a week for counseling.		
	D. ABOUT SERMON PREPARATION AND PREACHING		
22	This Pastor prepares and preaches Christ-centered sermons.		
23	This Pastor prepares and preaches Biblical sermons.		
24	This Pastor prepares and preaches doctrinally sound sermons.		
25	This Pastor prepares and preaches timely sermons that meet the spiritual needs of his/her congregations.		
26	This Pastor does not use the pulpit to settle his personal grudge with individuals in a congregation		
27	This Pastor is organized in sermon content and delivery.		
28	This Pastor delivers sermons that touch the hearts of his audience.		
29	This Pastor spends at least 2 hours every week preparing new sermons.		
30	This Pastor preaches at least 1 sermon every week.		
31	This Pastor is interesting yet serious in sermon delivery		
	E. ABOUT ADMINISTRATION		
32	This Pastor develops a comprehensive church plans and programs through committee meetings		

33	This Pastor documents well church plans and programs.		
34	This Pastor obtains required approval for plans and programs.		
35	This Pastor delegates the plans and programs to relevant persons.		
36	This Pastor sets reasonable standards for activities.		
37	This Pastor attends necessary administrative meetings of the church, and either personally or by delegation follow-through with actions taken.		
38	This attends necessary administrative meetings of church schools, and either personally or by delegation follow-through with actions taken.		
39	This Pastor does accept other people's ideas.		
40	This Pastor evaluates the effectiveness of church program with the help of church elders/officers		
41	This Pastor holds office hours (1 to 4 hours a week) to serve church officers and members.		
	F. COMMUNICATION TO AND FROM THE CONFERENCE OFFICE		
42	This Pastor promotes programs prepared by the conference.		
43	This Pastor motivates church members to fully support conference programs.		
44	This Pastor delegates authority and responsibilities to relevant church officers.		
45	This Pastor communicates with the congregation through newsletters, bulletins, and verbal announcements whenever possible.		
46	This Pastor sends his/her work's report regularly and on time to the conference office		
47	This Pastor makes sure that church reports are accurate.		
	G. ABOUT TRAINING OF CHURCH OFFICERS AND OTHER MEMBERS		
48	This Pastor develops a comprehensive plan for training new church officers.		
49	This Pastor develops a comprehensive plan to study church doctrines with church members.		
50	This Pastor conducts church seminars on how to preach Biblically.		
51	This Pastor conducts stewardship guidance programs.		
52	This Pastor conducts Sabbath school or Bible-class seminars.		
53	This Pastor conducts church officers training seminars.		
54	This Pastor shows how to evangelize and make visitations by personal examples.		

SECTION C: ACTUAL WORK PERFORMANCE OF THE PASTORS

This section is about the actual performance of the pastor when he is working. Indicate your answer by putting an X in the box at the right of each item.

3. Exceed expectation

2. Match expectation

1. Below expectation

		3	2	1
	A. ABOUT EVANGELISM			
1	This Pastor conducts 5 or more public efforts in a year			
2	This Pastor has regular baptismal classes.			
3	This Pastor trains and involves church members in soul-winning efforts.			
4	This Pastor follow-up literature evangelists' interests.			
5	This Pastor makes plans to enter new territories.			
6	This Pastor makes plans to enter people groups.			
7	This Pastor supervises lay efforts.			
	B. ABOUT CHURCH MEMBERS VISITATION			
8	This Pastor develops plans to visit all his/her church members in a 3 months period.			
9	This Pastor shares spiritual thoughts builds up faith and prays with members during visitations.			
10	This Pastor plans and visits the backsliders.			

11	This Pastor visits at least 2 families per day.			
12	This Pastor encourages active church members to visit spiritually weak or backsliding members.			
13	This Pastor takes a church elder or deacon with him during visitations.			
14	This Pastor averages 10 hours a week in visitation.			
	C. COUNSELING			
15	This Pastor prepares an ideal place for counseling.			
16	This Pastor keeps counseling information strictly confidential.			
17	This Pastor listens to the counselee most of the time.			
18	This Pastor speaks only to help the counselee to see and to solve his/her own problem.			
19	This Pastor uses the Bible as the source for solving problems and encouraging members.			
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36	This Pastor sets reasonable standards for activities.			
37	This Pastor attends necessary administrative meetings of the church, and either personally or by delegation follow-through with actions taken.			
38	This attends necessary administrative meetings of church schools, and either personally or by delegation follow-through with actions taken.			
39	This Pastor does accept other people's ideas.			
40	This Pastor evaluates the effectiveness of church program with the help of church elders/officers			
41	This Pastor holds office hours (1 to 4 hours a week) to serve church officers and members.			
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	conference office			
47	This Pastor makes sure that church reports are accurate.			
	G. ABOUT TRAINING OF CHURCH OFFICERS AND OTHER MEMBERS			
48	This Pastor develops a comprehensive plan for training new church officers.			
49	This Pastor develops a comprehensive plan to study church doctrines with church members.			
50	This Pastor conducts church seminars on how to preach Biblically.			
51	This Pastor conducts stewardship guidance programs.			
52	This Pastor conducts Sabbath school or Bible-class seminars.			
53	This Pastor conducts church officers training seminars.			
54	This Pastor shows how to evangelize and make visitations by personal example.			

Translated Version of Questionnaire in French

Cher participant,

Je suis étudiant en maîtrise de gestion à l'Université Adventiste d'Afrique (Adventist University of Africa) au Kenya et je fais une recherche sur l'évaluation de la performance au travail. Le but de ce questionnaire anonyme est de savoir comment les membres d'église perçoivent la performance du Pasteur au travail. Le résultat final permettra de préparer un outil d'évaluation de la performance des pasteurs—outil qui nous sera utile pour mieux comprendre et évaluer leur travail et l'adapter aux réalités de la Fédération de la Côte d'Ivoire. Votre contribution sera grandement appréciée. Je voudrais vous assurer que les données seront traitées de manière confidentielle et collective.

SECTION I - INFORMATIONS PERSONNELLES

Pour chaque question, veuillez, s'il vous plaît, entourer le chiffre qui correspond à votre réponse :

A. Sexe:

1. Masculin 2. Féminin

B. Quelle est votre position actuelle dans l'église ?

1. Premier ancien 2. Ancien 3. Trésorier 4. Secrétaire d'Église 5. Chef de département
6. Membre d'église

C. Depuis combien d'années êtes-vous membre d'église ?

1. Moins de deux ans 2. 2-5 ans 3. 6-10 ans 4. 11-15 ans 5. Plus de 15 ans

D. Situation maritale :

1. Célibataire 2. Marié(e) 3. Divorcé(e) 4. Veuf/Veuve

E. Quel âge avez-vous ?

1. Moins de 25 ans 2. Entre 25 et 34 ans 3. Entre 35 et 44 ans 4. Entre 45 et 54 ans
5. Entre 55 et 64 ans 6. 65 ans et plus

SECTION II - VOS ATTENTES CONCERNANT LE TRAVAIL DU PASTEUR

Pour chaque question, veuillez indiquer vos attentes concernant les tâches et responsabilités du pasteur dans votre église en cochant la case de votre choix.

1. OUI – c'est une attente à l'égard du travail du pasteur

2. NON – ce n'est pas une attente à l'égard du travail du pasteur

		OUI	NON
	DOMAINE : ÉVANGÉLISATION		
1	Le pasteur devrait conduire 5 efforts d'évangélisation ou plus dans une année		
2	Le pasteur devrait tenir des classes baptismales		
3	Le pasteur devrait former les membres pour conduire des efforts d'évangélisation et les impliquer durant le déroulement de la campagne		
4	Le pasteur devrait suivre les intéressés des colporteurs évangéliques		
5	Le pasteur devrait faire des plans pour pénétrer de nouveaux territoires		
6	Le pasteur devrait faire des plans pour évangéliser les petits groupes		
7	Le pasteur devrait superviser les efforts des membres laïcs		
	DOMAINE : VISITE AUPRÈS DES MEMBRES D'ÉGLISE		
1	Le pasteur devrait faire des plans pour rendre visite à tous ses membres en l'espace de 3 mois		
2	Lors de ces visites, le pasteur devrait partager des réflexions spirituelles avec les membres, fortifier leur foi, et prier avec eux		
3	Le pasteur devrait faire des plans pour rendre visite à ceux qui ont quitté l'église		
4	Le pasteur devrait rendre visite à au moins deux familles par jour		
5	Le pasteur devrait encourager les membres d'église actifs à rendre visite à ceux qui sont spirituellement faibles ou qui ont quitté l'église		
6	Le pasteur devrait se faire accompagner par un ancien ou par un diacre lors de ces visites		

7	Le pasteur devrait planifier en moyenne 10 heures de visite par semaine		
	DOMAINE : CONSULTATION PASTORALE		
1	Le pasteur devrait disposer d'un endroit idéal pour ses entretiens		
2	Le pasteur devrait garder strictement confidentielles la teneur des discussions lors de ses entretiens		
3	Le pasteur devrait pratiquer l'écoute active		
4	Le pasteur ne devrait ouvrir la bouche que pour aider le membre à comprendre son propre problème et l'aider à le résoudre lui-même		
5	Le pasteur devrait utiliser la Bible comme source d'encouragement et de solution aux problèmes du membre		
6	Le pasteur devrait garder à jour un dossier personnel de ses entretiens		
7	Le pasteur devrait réserver au moins 6 heures par semaine pour les entretiens		
	DOMAINE : PRÉPARATION DU SERMON ET PRÉDICATION		
1	Le pasteur devrait préparer et prêcher des sermons christocentriques		
2	Le pasteur devrait préparer et prêcher des sermons basés sur la Bible		
3	Le pasteur devrait préparer et prêcher des sermons conformes à la doctrine		
4	Le pasteur devrait préparer et prêcher des sermons pertinents et qui répondent aux besoins spirituels des membres		
5	Le pasteur ne devrait pas utiliser la chaire pour régler des différends avec les membres de la congrégation		
6	Le pasteur devrait rédiger et prononcer un sermon bien structuré		
7	Le pasteur devrait prêcher des sermons qui touchent le cœur des membres de son auditoire		
8	Le pasteur devrait passer au moins 2 heures chaque semaine à la préparation de nouveaux sermons		
9	Le pasteur devrait prêcher au moins un sermon par semaine		
10	Le pasteur devrait prononcer son sermon sur un ton sérieux, mais intéressant		
	DOMAINE : ADMINISTRATION		
1	Le pasteur devrait mettre au point des plans et programmes détaillés pour l'église lors des sessions de comité		
2	Le pasteur devrait fournir une documentation détaillée de ces plans et programmes		
3	Le pasteur devrait obtenir l'approbation nécessaire pour ces plans et programmes avant d'agir		
4	Le pasteur devrait déléguer ces plans et programmes aux personnes concernées		
5	Le pasteur devrait établir des normes raisonnables pour les activités		
6	Le pasteur devrait assister aux réunions administratives de l'église et s'assurer—personnellement ou par le biais d'un(e) délégué(e)—de la mise en œuvre des mesures adoptées		
7	Le pasteur devrait assister aux réunions administratives des écoles d'église et s'assurer—personnellement ou par le biais d'un(e) délégué(e)—de la mise en œuvre des décisions prises		
8	Le pasteur devrait accepter les idées des autres		
9	Le pasteur devrait évaluer l'efficacité des programmes de l'église avec l'aide des anciens et des responsables d'église		
10	Le pasteur devrait assurer des heures de permanence au bureau (1 à 4 heures par semaine) pour répondre aux besoins des responsables d'église et des membres		
	DOMAINE : COMMUNICATION AVEC LA FÉDÉRATION		
1	Le pasteur devrait faire la promotion des programmes conçus par la Fédération		
2	Le pasteur devrait motiver les membres d'église à soutenir pleinement les programmes de la Fédération		
3	Le pasteur devrait investir les membres officiants d'une certaine autorité et leur déléguer des responsabilités		
4	Le pasteur devrait communiquer aux membres d'église par le biais des bulletins d'informations, communiqués officiels, et annonces verbales si possible.		
5	Le pasteur devrait envoyer ses rapports à la Fédération régulièrement et à temps		

6	Le pasteur devrait s'assurer que les rapports envoyés à la Fédération sont corrects		
	DOMAINE : FORMATION DES RESPONSABLES D'ÉGLISE ET DES MEMBRES		
1	Le pasteur devrait mettre au point un plan global pour la formation des nouveaux responsables d'église		
2	Le pasteur devrait mettre au point un plan global pour étudier les doctrines de l'église avec les membres		
3	Le pasteur devrait organiser des séminaires sur la prédication biblique		
4	Le pasteur devrait organiser des programmes sur la gestion chrétienne de la vie		
5	Le pasteur devrait organiser des séminaires de l'École du Sabbat ou d'étude de la Bible		
6	Le pasteur devrait organiser des séminaires de formation pour les responsables d'église		
7	Le pasteur devrait montrer par l'exemple comment évangéliser et effectuer des visites		

SECTION III – PERFORMANCE EFFECTIVE DES PASTEURS

Pour chaque question, veuillez cocher la réponse qui vous semble la plus proche de la réalité quant à la performance effective de votre pasteur.

3= Au-delà des attentes

2= Remplit les attentes, sans plus

1= En dessous des attentes

		1	2	3
	DOMAINE : ÉVANGÉLISATION			
1	Le pasteur conduit 5 efforts d'évangélisation ou plus dans une année			
2	Le pasteur tient des classes baptismales			
3	Le pasteur forme les membres pour conduire des efforts d'évangélisation et les implique durant le déroulement de la campagne			
4	Le pasteur suit les intéressés des colporteurs évangéliques			
5	Le pasteur fait des plans pour pénétrer de nouveaux territoires			
6	Le pasteur fait des plans pour évangéliser les petits groupes			
7	Le pasteur supervise les efforts des membres laïcs			
	DOMAINE : VISITE AUPRÈS DES MEMBRES D'ÉGLISE			
1	Le pasteur fait des plans pour rendre visite à tous ses membres en l'espace de 3 mois			
2	Lors de ces visites, le pasteur partage des réflexions spirituelles avec les membres, fortifie leur foi, et prie avec eux			
3	Le pasteur fait des plans pour rendre visite à ceux qui ont quitté l'église			
4	Le pasteur rend visite à au moins deux familles par jour			
5	Le pasteur encourage les membres d'église actifs à rendre visite à ceux qui sont spirituellement faibles ou qui ont quitté l'église			
6	Le pasteur se fait accompagner par un ancien ou par un diacre lors de ces visites			
7	Le pasteur planifie en moyenne 10 heures de visite par semaine			
	DOMAINE : CONSULTATION PASTORALE			
1	Le pasteur dispose d'un endroit idéal pour ses entretiens			
2	Le pasteur garde strictement confidentielles la teneur des discussions lors de ses entretiens			
3	Le pasteur pratique l'écoute active			
4	Le pasteur ouvre la bouche que pour aider le membre à comprendre son propre problème et l'aider à le résoudre lui-même			
5	Le pasteur utilise la Bible comme source d'encouragement et de solution aux problèmes du membre			
6	Le pasteur garde à jour un dossier personnel de ses entretiens			
7	Le pasteur réserve au moins 6 heures par semaine pour les entretiens			
	DOMAINE : PRÉPARATION DU SERMON ET PRÉDICATION			
1	Le pasteur prépare et prêche des sermons christocentriques			

2	Le pasteur prépare et prêche des sermons basés sur la Bible			
3	Le pasteur prépare et prêche des sermons conformes à la doctrine			
4	Le pasteur prépare et prêche des sermons pertinents et qui répondent aux besoins spirituels des membres			
5	Le pasteur n'utilise pas la chaire pour régler des différends avec les membres de la congrégation			
6	Le pasteur rédige et prononce un sermon bien structuré			
7	Le pasteur prêche des sermons qui touchent le cœur des membres de son auditoire			
8	Le pasteur passe au moins 2 heures chaque semaine à la préparation de nouveaux sermons			
9	Le pasteur prêche au moins un sermon par semaine			
10	Le pasteur prononce son sermon sur un ton sérieux, mais intéressant			
	DOMAINE : ADMINISTRATION			
1	Le pasteur met au point des plans et programmes détaillés pour l'église lors des sessions de comité			
2	Le pasteur fournit une documentation détaillée de ces plans et programmes			
3	Le pasteur obtient l'approbation nécessaire pour ces plans et programmes avant d'agir			
4	Le pasteur délègue ces plans et programmes aux personnes concernées			
5	Le pasteur établit des normes raisonnables pour les activités			
6	Le pasteur assiste aux réunions administratives de l'église et s'assure— personnellement ou par le biais d'un(e) délégué(e)—de la mise en œuvre des mesures adoptées			
7	Le pasteur assiste aux réunions administrations des écoles d'église et s'assure— personnellement ou par le biais d'un(e) délégué(e)- de la mise en œuvre des décisions prises			
8	Le pasteur accepte les idées des autres			
9	Le pasteur évalue l'efficacité des programmes de l'église avec l'aide des anciens et des responsables d'église			
10	Le pasteur assure des heures de permanence au bureau (1 à 4 heures par semaine) pour répondre aux besoins des responsables d'église et des membres			
	DOMAINE : COMMUNICATION AVEC LA FÉDÉRATION			
1	Le pasteur fait la promotion des programmes conçus par la Fédération			
2	Le pasteur motive les membres d'église à soutenir pleinement les programmes de la Fédération			
3	Le pasteur investit les membres officiants d'une certaine autorité et leur délègue des responsabilités			
4	Le pasteur communique aux membres d'église par le biais des bulletins d'informations, communiqués officiels, et annonces verbales si possible.			
5	Le pasteur envoie ses rapports à la Fédération régulièrement et à temps			
6	Le pasteur s'assure que les rapports envoyés à la Fédération sont corrects			
	DOMAINE : FORMATION DES RESPONSABLES D'ÉGLISE ET DES MEMBRES			
1	Le pasteur met au point un plan global pour la formation des nouveaux responsables d'église			
2	Le pasteur met au point un plan global pour étudier les doctrines de l'église avec les membres			
3	Le pasteur organise des séminaires sur la prédication biblique			
4	Le pasteur organise des programmes sur la gestion chrétienne de la vie			
5	Le pasteur organise des séminaires de l'École du Sabbat ou d'étude de la Bible			
6	Le pasteur organise des séminaires de formation pour les reponsables d'église			
7	Le pasteur montre par l'exemple comment évangéliser et effectuer des visites			

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VITA

AMON BOA INNOCENT

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Personal Summary

An accountant with the ability to carry financial tasks in institutions or companies with the following key skills:

Financial statements and reporting

Payroll accounting

Accounts operations.

Bank Reconciliations

Employment History & Experience:

Treasurer, Côte d'Ivoire Conference of SDA, February 2015 to present

Bursar, Abidjan Adventist secondary school, July 2004 to January 2015

Acting accountant, ALL Pack -SISEP, From October 2003 to December 2003;

Intern, Banque International pour le Commerce et l'industrie de la Côte d'Ivoire (BICICI), September to October 1999

Education

Bouaké Adventist secondary school, Baccalaureate D, 1996

Ecole des Hautes Etudes Techniques et Comptables, Advanced Vocational Certificate in Accounting (BTS), 1999 – 2000

Academie des Sciences et Techniques Comptables, Engineering (Accounting option)

Specialized Advanced Vocational Certificate in accounting- auditing, management control (DSS), 2008 – 2009.

The Adventist University of Africa, MBA (Finance) Candidate, 2018

Additional experiences

Church Treasurer, Abobo Seventh-day Adventist Church, Abidjan, 2000- 2008

Students supervisor, Abidjan Adventist secondary school July 2004 - 2006

Personal Skills/Competencies

High proficiency in speaking and writing French

Average level in speaking and writing English

Computer literate (SAARI, EXCEL, WORD, SUNSYSTEM, POWERPOINT)

Driver license (All categories)

Strong work ethic

Team player

Interests:

Football, travel, fishing, and gospel music