

Tabernacle Baptist Church Employee Acknowledgement – Receipt of Manual

My signature below acknowledges that I received a copy of the Personnel Manual of Tabernacle Baptist Church (hereafter the Church).

- I understand the Personnel Manual provides information about the Church’s personnel policies and procedures concerning employment, pay, office practices, employee benefits, and behavioral expectations.
- I understand that it is my responsibility to read, understand, and comply with this Personnel Manual. If I do not understand any portion of it, it is my responsibility to ask questions until I understand the policies.
- I understand that it is the prerogative of the Personnel Committee to alter, delete, add, edit, and make any changes to the Personnel Manual the Committee deems necessary. Notice of any changes will be given to the employee within 14 calendar days.
- I understand that my employment at Tabernacle Baptist Church is on an “at-will” basis and that I may be terminated at any time with or without cause with no recourse available.
- I understand that the Employee Manual does not imply or state an employment contract between Tabernacle Baptist Church and me.

Employee Printed Name

Employee Signature

Date

Note: This Employee Acknowledgement will be filed in the employee’s personnel file in the Finance Office of Tabernacle Baptist Church.

Tabernacle Baptist Church

Personnel Manual

Section 1 Purpose

The purpose of this manual is to provide employees the current (as of the date on the document) employment policies and practices of Tabernacle Baptist Church (hereafter the Church). This manual cannot address every situation or answer every question about employment policies and procedures at the Church. Employees are expected to use good judgment and ask questions about policies they do not understand or which are not clear.

- The Personnel Manual provides information about the Church's personnel policies and procedures concerning employment, pay, office practices, employee benefits, and behavioral expectations.
- It is the employee's responsibility to read, understand, and comply with this Personnel Manual. If an employee does not understand any portion of it, it is the employee's responsibility to ask questions until they understand the policies.
- It is the prerogative of the Personnel Committee to alter, delete, add, edit, and make any changes to the Personnel Manual the Committee deems necessary. Notice of any changes will be given to the employee within 14 calendar days.
- Excluding the Director and Assistant Director, this manual does not apply to Tabernacle Child Care Center (TCCC) Employees. The TCCC Employee Manual is the primary policy document for TCCC employees, and in the case of a disagreement between the two manuals, the TCCC Employee Manual will take precedence for TCCC employees, unless the Administrative Board or Board of Deacons decides otherwise.
- Employment at the Church is on an "at-will" basis and that employees may be terminated at any time with or without cause with no recourse available.
- The Personnel Manual does not imply or state an employment contract between employees and the Church.

Section 2 Governance

1. Role of the Personnel Committee

- a. The Personnel Committee is a functioning body that has the ultimate responsibility for ensuring effective and efficient personnel administration. It acts as an advisor to the Senior Pastor, who is responsible for all paid personnel. The Committee also acts as an advisor to the Board of Deacons, who are responsible for oversight of the ministerial staff. The Personnel Committee oversees policies regarding employment procedures and practices, employee benefits, job descriptions, organizational chart, salary administration. The Committee ensures the proper administration of policies relating to

ministerial and non-ministerial staff with the approval of the Board of Deacons and the Administrative Board.

b. Job Descriptions

- i. The Personnel Committee is responsible for annually reviewing ministerial and non-ministerial job descriptions. Any revisions to job descriptions would be recommended by the Personnel Committee to the appropriate oversight committee (Administrative Board, Board of Deacons, TCCC Ministry Committee, etc).

c. Salary Administration

- i. The compensation package for new ministerial employees is determined by the Personnel Committee in cooperation with the Board of Deacons and with the approval of the Administrative Board, using the job description, qualifications of the candidate, and comparative salaries from similar organizations. (In the case of the TCCC Director and Assistant Director, the compensation policy and decisions are governed by the TCCC Administrative Committee, with the approval of the Board of Deacons.)
- ii. The compensation package for new non-ministerial employees is determined by the Personnel Committee with the approval of the Administrative Board, using the job description, qualifications of the candidate, and comparative salaries from similar organizations.
- iii. Salary increases are considered annually by the Personnel Committee in conjunction with the Board of Deacons and the Administrative Board. Increases are generally effective on January 1.

d. Personnel Records

- i. The Senior Pastor is responsible for maintaining a personnel file for ministerial staff members with confidential personnel documents.
- ii. The Associate Pastor is responsible for maintaining a personnel file for non-ministerial staff members with confidential personnel documents.
- iii. The Finance Office is responsible for maintaining a file on each employee which includes salary, benefits paid, tax documents, and other pertinent financial data.

e. Hiring Staff

- i. Ministerial staff are recommended for hire by the Board of Deacons and the Administrative Board to the Church as stated in the Constitution, Article IV, Section 6.
- ii. Non-ministerial staff are recommended for hire by the Associate Pastor with the approval of the Senior Pastor, the Personnel Committee, and the Administrative Board.
- iii. The Director and Assistant Director of the Child Care Center is recommended for hire by the Center's Administrative and Ministry Committees, and the Pastor to the Board of Deacons, as stated in the Church Bylaws, Article II, Section 10.

- iv. Child Care Center staff are hired by the Director of the Center. *See the Center's Personnel Manual.*
- f. Administration of the Policy
 - i. The Personnel Committee is charged with the responsibility of determining personnel policies. The Senior Pastor administers the personnel policies.
 - ii. The Senior Pastor serves as the ministerial staff liaison in consultation with the Personnel Committee and the Board of Deacons.
 - iii. The Associate Pastor serves as the non-ministerial staff liaison in consultation with the Personnel Committee and the Administrative Board.
 - iv. The TCCC Director serves as the TCCC staff liaison in consultation with the Senior Pastor, the TCCC Administration Board, and the Board of Deacons.

2. Equal Employment Opportunity Policy

- a. The Church is an equal opportunity employer and does not discriminate in employment based upon race, color, age, gender-identity, sexual orientation, disability, national origin, or citizenship status.
- b. It is the philosophy of the Church that employees should work in an environment free of verbal, physical, emotional, or sexual harassment from church employees or congregants.
- c. Any employee who has concerns about whether they have been treated consistently with the Church's equal opportunity philosophy should immediately bring that concern to the attention of the Senior Pastor or his designee, or if bringing the situation to the Senior Pastor's attention would be inappropriate, to the Personnel Committee.

3. Employment at Will

- a. Employment is with the mutual consent of the employee and the Church. Consequently, both the employee and the Church have the right to terminate the employment relationship at any time, with or without cause or advance notice.
- b. This "employment at will" relationship will remain in effect throughout employment with the Church unless it is specifically modified by an expressed written agreement signed by the employee, the Chair of the Personnel Committee and the Chair of the Administrative Board. This "employment at will" relationship may not be modified by any oral or implied agreement.

4. Immigration Reform and Control Act of 1986

- a. The Church adheres to the Immigration Reform and Control Act of 1986, which requires verification of United States citizenship or authorization to work in the United States. All employees must have an I-9 in their personnel file.

5. Family and Medical Leave Act of 1993 (FMLA)

- a. The Church adheres to the Family and Medical Leave Act of 1993 (FMLA) which provides up to twelve (12) workweeks of unpaid, job-protected leave to eligible employees for

certain specified family and medical reasons to maintain eligible employees' health insurance stipend during periods of FMLA leave, and to restore eligible employees to their same or an equivalent position at the conclusion of their FMLA leave.

- b. Employees are deemed eligible for FMLA after 12 months of consecutive employment.

Section 3 Employee Responsibilities

1. Appearance and Attitude of Employees

- a. All staff members are representatives of the Church and thus should remember they are viewed by others as community leaders. Staff members should always conduct themselves in a professional manner. Staff members should have exemplary Christian actions and attitudes.
- b. Staff members must be respectful to other staff members, church members, and church guests.
- c. Staff members will dress appropriately and modestly at work. The clothing will not have offensive language. The staff member's immediate supervisor will make the final decision on the appropriateness of the attire.

2. Pictures of Staff Members

- a. The Church reserves the right to publish staff members' pictures and/or videos on the Church's website or other church-related websites.

3. Safeguards

- a. Staff members are responsible for protecting the image of the Church and its ministries by avoiding all appearance of impropriety. Staff members should be proactive in avoiding actions or situations that would reflect poorly on the Church or its ministries.
- b. Staff members should avoid making personal remarks to or about someone that could be misunderstood or misconstrued. This includes but is not limited to flirting, inappropriate compliments, unsolicited personal advice, gossip, and adult or political humor.
- c. Staff members should avoid acts of affection or physical contact that could cause discomfort or be misunderstood by the recipient or witnesses. This includes but is not limited to any physical touch without the recipient's acknowledgement and permission, any physical display of affection with a non-family member, or any physical expression of teasing or humor. While the Committee understands physical touch can be a powerful form of comfort and fellowship, we also know the church and other organizations have abused and violated these norms. Staff members should not avoid appropriate contact, but should intentionally seek to avoid all appearance of impropriety.
- d. It is not possible to list all instances and examples of personal conduct. Staff members are expected to use good judgment. Any activity that is questionable should make the staff member pause before proceeding with it and even consult the staff member's immediate supervisor or a member of the Personnel Committee.

4. Arrest of a Staff Member

- a. A staff member who is arrested for any reason must notify his/her supervisor within 24 hours. Supervisors will in turn report the situation and facts to the Senior Pastor who will report the details to the Personnel Committee.
- b. Failure to report an arrest may result in termination.
- c. The Personnel Committee will determine the employment status of the employee following the arrest.

5. Change in Employee Status

- a. Staff members who have a change in personal status are expected to report this change to his or her supervisor immediately. Changes in family status have a direct effect on the employee, the work environment, and the Church family.
- b. Changes include, but are not limited to, marital separation, marital divorce, engaging in sexual promiscuity, substance abuse (alcohol, prescription medicines, and/or illegal drugs), and/or gambling addiction.

6. Conflict of Interest

- a. Staff members have a fiduciary responsibility to disclose to the proper church authorities any and all current and potential conflicts of interest which could affect decision-making related to purchases and employment.
- b. A conflict of interest is present when a person has the ability to exert undue influence over the decision-making process in a manner that is not beneficial to the Church, would result in gain for the employee and/or family and/or friends, or prevent others from doing business with the Church.
- c. Staff members are forbidden from conducting business with the Church without the approval of the Senior Pastor and the Administrative Board.

7. Alcohol, Smoking, and Substance Abuse

- a. Smoking is not permitted on church property. Staff members may not smoke on church property.
- b. Alcoholic beverages and illegal substances are not permitted on church property. Staff members may not bring or use alcohol beverages or illegal substances on church property.
- c. Staff members who come to work under the influence of drugs or alcohol will be immediately sent home and further action will be determined by the Personnel Committee.
- d. Staff members who are making, using, distributing, or selling illegal substances will be sent home and further action will be determined by the Personnel Committee.
- e. Staff members who see a fellow staff person with an apparent chronic personal problem with alcohol, illegal drugs, pedophilia, pornography, or gambling should report their concerns to the Senior Pastor or the Personnel Committee who will work with the affected staff member for an appropriate action.

- f. Supervisors who are aware of a potentially negative personnel situation but do not take action to address the situation will be subject to action by the Personnel Committee.

Section 4 Employment Classifications

1. Full-Time

- a. Ministerial Staff - Salaried employees who work 32 hours per week or more in leadership capacities.
- b. Non-ministerial Staff - Salaried employees who work 32 hours per week or more on a continuing basis.
- c. Temporary Full-Time Staff - Salaried employees who work 32 hours per week or more; the term of employment is intended to last at least three (3) weeks but ordinarily not more than six (6) months.

2. Part-Time

- a. Regular Part-Time Employee - The services of these employees are regularly scheduled for less than 32 hours per week, but only a certain number of days and hours weekly on a continuing basis.
- b. Hourly Part-Time Employees - Hourly employees who work less than 32 hours per week. These employees may be seasonal or as needed.

3. Exempt or Non-Exempt

- a. Exempt - Ministerial staff are exempt from being paid overtime based on Federal work regulations.
- b. Non-Exempt - Non-ministerial staff are not exempt from overtime and will be compensated according to the overtime policies in this document.

4. Position or Job Descriptions

- a. All church staff will have a current job description (not older than two years). The position description will define the classification (full or part-time, exempt or not, and any sub-classification), the essential responsibilities, the qualifications necessary to do the work, and the benefits available to this position as detailed later in this manual.
- b. Position titles may change as the needs of the Church change. Those titles will be assigned by the supervisor and/or the Personnel Committee.

5. Organization Chart

- 1. The organization chart changes relatively frequently and is available from the Senior Pastor and Personnel Committee.
- 2. See *Appendix A: Organizational Chart* for general information

Section 5 General Employment Policies

1. Confidentiality Statement

- a. Due to the nature of this work, employees may learn confidential information regarding staff, members, and guests. Employees are expected to act in a professional manner regarding all confidential information. Any violation of confidentiality or sharing of confidential information without proper authorization may result in disciplinary actions.

2. Workday Schedule

- a. Office Hours: The regular daily church office hours are from 9:00 a.m. to 5:00 p.m. Tuesday through Thursday. Staff must collaborate to ensure the office is open and staffed during these hours.
- b. Employee Schedule: Work schedules are based upon the requirements of each employee's job responsibilities. Variations to normal schedules require the approval of the Senior Pastor or his designee.
- c. Lunch and Rest Breaks:
 - i. The workday schedule for employees includes a one-hour unpaid lunch break and a 15-minute rest break in the morning and afternoon.
 - ii. If an employee is required to work through their lunch break, they will be paid for the time worked.

3. Paydays

- a. Payday is every other Friday (26 paydays per year). In the event the normal payday falls on a holiday, payment is made on the nearest working day prior to the holiday.
- b. Salary is paid by direct deposit.
- c. Salary Advance - Salary checks are not given in advance.

4. Salary Adjustments

- a. Generally, the Administrative Board recommends adjustments in staff salaries to the Church at the time of presentation of the Annual Budget for the ensuing year. Salary adjustments are initially proposed to the Administrative Board by the Board of Deacons or the Personnel Committee following an annual performance appraisal.

5. Overtime

- a. Exempt employees include ministerial staff. There is no provision for overtime pay for these employees.
 - i. When responsibilities require members of the ministerial staff to work an excessive number of hours, and with prior notice to and approval from the employee's supervisor and the Personnel Committee Chairperson, they shall be entitled to compensatory time off.
- b. Non-exempt employees include all hourly employees.
 - i. Non-exempt salaried employees are paid their regular hourly rate (weekly salary divided by the number of hours which that salary is supposed to cover for the week) up to 40 hours per calendar week. They will receive pay at time and a half their

regular rate for each hour worked over 40 hours in their workweek in keeping with the Fair Labor Standards Act (FLSA).

ii. Overtime is available only if the Associate Pastor approves it and there are sufficient funds in the Church's budget.

c. **Compensatory Time**

i. Compensatory time will be in the form of additional paid time off. Exempt employees earn compensatory leave on an hour-for-hour basis. The employee's supervisor(s) and the employee will agree as to the number of hours earned, and will notify the Personnel Committee Chairperson.

ii. Accrued compensatory leave lapses within 12 months from the date it is earned.

6. Gifts - Gift giving and/or receiving will comply with IRS guidelines.

7. Outside Employment - Full-time staff members who work outside of the Church will first obtain written approval of the Senior Pastor and the Administrative Board.

8. Equipment Use

a. Telephones, copiers, fax machines, computers, internet access, emails and other pieces of office equipment and custodial equipment are the Church's property and should be used only for the Church business. However, it is recognized that occasionally employees will need to use the Church's equipment for personal use. That use should be kept to a minimum and the Church must be reimbursed if there is any significant expense involved. Abuse of the privilege of using equipment will result in disciplinary action.

b. The Church reserves the right to monitor all electronic communications sent, received, or stored from the Church using the Church's property. Staff members are not permitted to use church equipment for sending, receiving, or storing pornographic, insulting, embarrassing, or illegal images or recordings.

9. Background Checks

a. All employees, full-time and part-time, are required to complete a criminal background check authorization form. If a report is returned with immoral, inappropriate, illegal, or unethical behavior in recent years, a meeting will be held with the employee and the Senior Pastor and the Personnel Committee Chairperson. All information on the forms is held in strictest confidence.

b. Background checks for TCCC Employees will follow the TCCC Employee Manual procedures to meet current Social Services regulations.

c. Employees with access to and/or significant oversight of funding, cash receipts, credit cards, bank accounts and/or budgetary information may be required to submit to a personal credit check.

10. Labor Law Postings

a. Copies of Labor laws are posted in common work areas accessible to all employees.

11. Garnishments

- a. The Church's office will receive and process garnishments according to legal requirements. The Church must abide by all court orders.

12. Drug-Free Workplace

- a. The Church provides a drug-free, healthy and safe work place for our staff and guests.
- b. The manufacturing, distribution, dispensation or possession of alcohol, illegal drugs or any controlled substance on the Church's property (owned or rented) or vehicles (owned or rented) is prohibited.
- c. It is a violation of our policy for employees to report to work or operate vehicles or equipment "under the influence" of alcohol, illegal drugs, or any controlled substances.
- d. THE CHURCH reserves the right to require employees to submit to a drug screening prior to employment or at any time during employment.
- e. Possession or detection of drugs or alcohol or refusal to abide by this policy will subject an employee to disciplinary action up to and including termination.

13. Sexual Harassment Policy

- a. The Church will not tolerate sexual harassment of employees, congregants, or community members. A valid complaint of sexual harassment may lead to appropriate and strict disciplinary action, including termination. Sexual harassment involves not only unwelcome touching, and demands for sexual favors, but also any unwelcome sexually-oriented behavior or comments which create a hostile or offensive work environment. Sexual harassment from supervisors, co-workers, and others who may be members or visitors of the Church should be reported immediately to the Associate Pastor, the Chair of the Personnel Committee, or the Chair of the Board Of Deacons, as appropriate for the situation.
- b. A situation that involves any potential violation of law must be reported to law enforcement officials immediately.

14. Security and Safety

- a. The safety and security of all people, especially children, at the Church is paramount. All employees are cautioned not to take risks with individuals they may deem unsafe but to summon another employee or a police officer.
- b. Weapons of any sort are forbidden at the Church meetings. Any violation will result in a warning or other disciplinary action.
- c. Accident/Injury - Staff members are expected to give priority planning and attention to safety concerns in order to prevent accidents and injuries.
 - i. In the event an employee is injured during work time, he/she will notify his/her supervisor as soon as practicable. Staff members that are present will make arrangements for the employee to receive medical attention.
 - ii. An injury report is completed by the immediate supervisor and submitted to the Associate Pastor within three days of the injury.

- iii. Time for recovery from the accident is taken from the employee's sick leave. Disability leave means conditions required for eligibility for disability insurance have been met.

15. Nepotism

- a. Family members may be employed at the Church, but they may not work in a role subordinate to or supervisory of a family member.
- b. Family members of employees may serve in elected leadership positions within the church but both the employee and the family member must ensure their relationship does not create an actual or perceived conflict-of-interest. Family members of employees should not serve on the Personnel Committee.
- c. Family members are defined as: spouse, unmarried partner, parent, child, stepchild, grandparent, grandchild, brother, half-brother, step-brother, sister, half-sister, stepsister, stepparent, brother-in-law, sister-in-law, father-in-law, mother-in-law, son-in-law, daughter-in-law, or any other member living in the same house.
- d. Staff members who are related to other staff members have an additional burden to ensure there is never any appearance of favoritism or inappropriate behavior. Family relationships must never be used to circumvent regular working and communication channels or lines of supervision and decision-making.
- e. Staff members must always remove themselves from any discussion regarding a relative's pay, benefits, or evaluation.
- f. If staff member's professional performance deteriorates to an unprofessional level, then one or even both family members may be terminated.
- g. Family members of employees must actively strive to avoid conflicts of interest, both actual or perceived, while serving in elected church leadership. They may not supervise or evaluate a family member. They may not audit or review in any manner a family member's work. When a topic or discussion involving a family member arises in a Committee Meeting or Business Meeting, an elected church leader shall remove themselves from the meeting for the duration of the discussion and any vote.
- h. Elected church leaders must always remove themselves from any discussion regarding a family member's pay, benefits, or evaluation.
- i. Any member of a committee or board, or any church member during a business meeting, can ask for a determination of potential conflict of interest. A vote of two thirds of the members present is required to dismiss the question of conflict of interest.

16. Grievances

- a. There may be times when conflict occurs between employees and their co-workers. Supervisors will make every effort to help resolve any problems brought to them. In addition, an employee may communicate a grievance with the Associate Pastor or a member of the Personnel Committee. The employee and/or the Associate Pastor, in

turn, may seek the counsel of the Personnel Committee at any time either judges a matter to merit additional counsel.

17. Pornography

- a. Pornography is prohibited. This includes viewing and downloading pictures on the internet on church-owned computers and equipment.
- b. Employees viewing pornography on the internet at church may be terminated immediately.
- c. Volunteers viewing pornography on the internet at church will be suspended from their position immediately.

18. Social Media

- a. Members and guests view employees as representatives of the Church and often an employee's postings on social media become associated with the Church or even speaking on behalf of the Church.
- b. *Social media* includes all means of communicating or posting information or content of any sort on the internet, including to an employee's or someone else's blog, personal website, or social networking site, whether or not associated or affiliated with the Church, as well as any other form of electronic communication. All employees will follow these standards when using social media:
 - i. Be judicious: remember that anything and everything you write and post on social media can be seen by pretty much anyone and even used against you. Some things are best not put in writing because they require conversations, not sound bites, such as politics or an opinion on a current hot button issue. Don not react to a specific issue and have that comment haunt you for years to come.
 - ii. Be proactive: occasionally on your social media outlets post that your thoughts and opinions are entirely your own and do not represent any organization you work for or with.
 - iii. Use Instant Messaging or Emails: if there is a topic which you want to discuss more fully, have the conversation off your social media sites where others can see or even enter into your conversation. Go private by speaking directly and only to that one person and not the entire social media world.
 - iv. Legal Ramifications: if you insult or write libelous statements about someone, you are legally responsible for your words. We live in a litigious society and some people may not think your words are funny and may choose a legal recourse. Decide before you write if you are comfortable with those words being said about you.
 - v. Watch your words: sarcasm doesn't read well in most instances; people who don't know you may not understand some of your "shorthand" when you refer to things; humor may not be understood by everyone; tone of voice does not come over at all in written contexts. In essence, watch what you write and how you write.

Section 6 Paid Time Off

1. Recording of time

- a. All full-time and part-time non-exempt staff will record time worked. All eligible employees will complete a Time Away Request Form for each absence from work. This must be approved by the immediate supervisor.
- b. All of the following categories of absence will be recorded and maintained by the Church Financial Assistant and submitted to DPS for inclusion on the employee's pay stub.

2. Paid Time Off (PTO) Policy

- a. All ministerial and non-ministerial staff will be given six (6) weeks of paid time off (PTO) annually. PTO will be granted on January 1 of each year.
- b. A week of PTO is considered the employee's normal assigned days and hours worked during a typical week. PTO is calculated by multiplying the number of hours worked in a typical week by six (6). For example, an employee who is assigned to work eight hours on Mondays and Wednesdays (16 hours per week) would have 96 hours ($16 * 6 = 96$) of PTO annually to be used on Mondays or Wednesdays.
- c. Staff hired mid year will be given leave proportional to the number of full months remaining in the year.
- d. PTO may be used in increments of one (1) hour.
- e. PTO is inclusive of vacation and sick leave. Other time off is as specifically noted below.
- f. Whenever possible, ministerial and non-ministerial staff are requested to indicate their planned PTO usage well in advance in order to ensure coverage during their absence.
- g. PTO may be taken at any time during the year that will not seriously hamper the programs of the Church.
- h. Should two employees desire the same PTO leave time, and their work is of such a nature that only one may be absent at a time, the decision or priority should be determined by length of service, by necessity of one employee, or by mutual agreement.
- i. When PTO must be used with short notice due to unexpected personal obligation or illness, the employee should notify the Associate Pastor as soon as possible. If known in advance, such notice should be provided when possible or as soon as the need for leave is identified.
- j. In the case of severe illness, injury, death of a family or household member, or acts of nature requiring an employee absence of three or more consecutive days, the employee should notify their supervisor immediately. Upon return to work after a medical absence, the Associate Pastor may also require the employee to obtain medical certification to ensure that it is safe for the employee to return to work.

- k. Payment for any unused PTO will not be made to any employee except upon resignation of employment. Unused PTO does not “carry over” or accrue to the next year, unless so designated by the Administrative Board at the recommendation of the Personnel Committee.
- l. Upon resignation of employment, a maximum of two weeks of earned but not used PTO time is paid at the discretion of the Administrative Board. PTO is paid at the salary rate in effect on the date of resignation.

3. Personal Hours Off

- a. Non-exempt full-time staff members are eligible to take four hours per pay period to use for time away from work during a pay period. This time can be used for personal or family needs. The time away must be made up during the pay period by coordinating the work schedule with the employee’s supervisor. Documentation of the absence and made up work time must be submitted to and approved by the employee’s supervisor.

4. Holidays

- a. Holidays are Easter Monday, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the following Friday, and Christmas Day through New Year’s Day excluding Sundays.
- b. The Church Office will be closed during these holidays.
- c. Full-time employees will be paid for all holidays; part-time employees will be paid for the hours normally worked on the holiday.

5. Bereavement Leave

- a. For the death of a spouse, parent, child, brother, sister, grandparent, grandchild, stepparent, parent-in-law, grandparent-in-law, brother-in-law, sister-in-law, stepchild, son- or daughter-in-law up to 3 days may be granted as bereavement leave.
- b. If the death is someone other than these relationships, it is taken as PTO leave, not bereavement leave

6. New Parent (Maternity/Paternity) Leave

- a. The Church will comply with the Family Medical Leave Act.
- b. The leave is available for full-time employees who have a child by birth or adoption.
- c. Employees will be granted new parent leave up to twelve (12) weeks per calendar year. The first eight (8) weeks of leave will be granted as paid leave. Subsequent weeks can be taken with pay if PTO is available or without pay if PTO is not available.
- d. If an extension is requested, the leave may be extended up to an additional 12 weeks without pay upon the recommendation of the Senior Pastor and with the approval of the Personnel Committee and the Administrative Board.
- e. Benefits including PTO accrual and health care stipend will continue during New Parent Leave.

7. Professional Development and other Leave

- a. Ministerial Staff
 - i. The ministerial staff may be granted leave in addition to PTO to attend conferences, seminars, and conventions, or to assist other organizations upon approval of the Senior Pastor and the Board of Deacons and within limitation of available funds.
 - ii. Financial reimbursement is dependent upon approval by the Administrative Board.
 - iii. The ministerial staff may be granted leave in addition to PTO for retreat/camp leadership, Church mission trips, and other specific denominational leadership activities upon approval of the Senior Pastor and the Board of Deacons.
 - iv. Every effort should be made to schedule time away so as not to conflict with major program emphases within the Church.
 - v. Any conference/seminar expenses paid by the Church must be approved in advance by the Senior Pastor and the Administrative Board. Such expenses include but are not limited to registration fees, travel expenses, lodging, meals, study materials, etc.
 - vi. No reimbursement will be granted without evidence of successful completion of the seminar, conference, or course.
- b. Non-Ministerial Staff
 - i. Non-ministerial staff may be granted leave in addition to PTO to attend seminars and conferences or enroll in courses related to their particular responsibility upon approval of the Senior Pastor and the Personnel Committee and within limitation of available funds.
 - ii. Any conference/seminar expenses paid by the Church must be approved in advance by the Senior Pastor and the Administrative Board. Such expenses include but are not limited to registration fees, travel expenses, lodging, meals, study materials, etc.
 - iii. No reimbursement will be granted without evidence of successful completion of the seminar, conference or course.

8. Sabbaticals

- a. Sabbaticals represent an opportunity for pastoral staff members to have a time of renewal, education, and refreshment. A sabbatical may be granted based on the following criteria:
 - I. Staff member has completed six years of full-time, continuous pastoral employment with the Church. The sabbatical is intended to be taken during the seventh year of employment.
 - II. Eligible staff members can take a sabbatical in every seventh year of employment (year 7, 14, 21, 28, etc.).
 - III. Staff Member is expected to continue their employment with the Church for twelve months following their return from the sabbatical.

- b. The staff member must prepare a proposal outlining the reasons for the requested sabbatical. This should include a scope of activities (but not a detailed listing) and any estimated costs during the sabbatical that will benefit the Church and therefore should be paid by the Church. This proposal should be submitted to the Board of Deacons and the Personnel Committee.
- c. Sabbatical leave is available for a maximum of eight weeks and must be approved by the Personnel Committee, Board of Deacons, and the Administrative Board. Requests for sabbatical leave shall be made at least six months in advance. This ensures that the Church can budget any financial costs and work with the staff person to cover the position's duties while he/she is on sabbatical. Sabbatical leaves may be deferred up to one year following the qualifying date.
- d. If a sabbatical is granted, the staff member will receive their regular salary, normal vacation time, and any other benefits that would normally accrue during the sabbatical period. These payments will be considered taxable income to the employee and not tax-free scholarships, since the employee is not a candidate for a degree, and the payments are not for direct tuition expenses. Personal expenses related to the sabbatical such as travel, meals, lodging, etc., will not be reimbursed by the Church under its accountable expense reimbursement plan. All Church-related expenses during a sabbatical must be preapproved by the Personnel Committee and the Administrative Board. If the staff member leaves the Church's employment within twelve months of a granted sabbatical, the staff member will reimburse the Church for all salary earned during the sabbatical.
- e. Prior to leaving on a sabbatical, it will be the staff member's responsibility to make appropriate arrangements to cover their duties while absent. Consideration shall be given to the possibility of providing cross-training within the Pastoral staff and lay leadership during the staff member's sabbatical leave. Some responsibilities may need to be filled on a temporary basis. This would be handled as it is currently done for other types of leaves and shall be appropriately budgeted within their ministry area.
- f. The time away for a sabbatical can be combined with PTO, educational training leave, or preaching/leadership leave. The total duration of the sabbatical must be approved by the Personnel Committee, the Board of Deacons, and the Administrative Board.
- g. Staff members will return to the same position, unless other arrangements have been made by mutual agreement between the Senior Pastor and Personnel Committee.
- h. A sabbatical leave may not be granted more frequently than every six years of full-time, continuous pastoral employment within the Church.
- i. This benefit cannot be converted to cash upon termination.

9. Civic Responsibilities

- a. Official leave is granted for employees to serve on the jury or as a witness for the duration of service. The employee will receive full pay in addition to the jury fee and may keep the jury compensation.

10. Military Leave

- a. Employees serving in the military reserves or National Guard who are called to active duty are entitled to a position of equal status upon their return.

11. Inclement Weather and Other Emergencies

- a. The Senior Pastor or designee will make the decision concerning the opening or closing of the office due to inclement weather. If open, the employee may decide whether it is safe to report to work. If the employee does not report, PTO may be used to offset the absence.
- b. The Senior Pastor or designee will inform office staff by 7 a.m. if the office is closed for the day.
- c. The decision to cancel scheduled services or activities is made by the Senior Pastor in consultation with key staff and lay leaders. That decision will be made public using social media, the Church's website, and mass media.
- d. The Director of the Child Care Center will have closure responsibilities for the Center. In such case, any decision to close will be clearly communicated to the Church. Cross-communication between the Church office and the Center, regarding unscheduled closures of either is of the utmost importance to the smooth running of both overall programs.

Section 7 Retirement and Insurance Benefits

1. Eligibility

- a. Full-time employees are eligible for all benefits. Part-time employees are ineligible for retirement and health insurance benefits. A summary chart can be found at the end of this section.
- b. Part-time employees may be eligible for benefits if specified in their employment agreement. Any employment agreement must be in writing and approved by the Administrative Board.

2. Retirement

- a. The Church works with CBF Church Benefits to provide a 403(b) retirement plan for all eligible employees.
- b. The Church will provide retirement benefits of five percent (5%) of all eligible employees' gross wages.
- c. Ineligible employees may choose to participate in the retirement program by making contributions through payroll deduction, up to the maximum allowed by the IRS.
- d. Employee contributions are made with pre-tax income.

3. Medical Insurance

- a. Due to the cost and inefficiency of setting up a group medical insurance plan, the church does not provide health insurance at this time. Instead, the church will provide all eligible employees a monthly stipend (up to \$500 per month) to help cover the cost of health insurance obtained through a spouse or on their own through an insurance provider.
- b. This stipend is considered taxable income by the IRS and will be reported as income.
- c. Each employee's stipend should be reviewed and adjusted annually as part of the church budgeting process.
- d. The maximum stipend amount should also be reviewed annually and adjusted to account for premium increases.

4. Disability Insurance

The Church provides long term disability for its employees at no cost to the employee. A complete and detailed description is provided to each employee upon enrollment in the plans.

BENEFITS	ORDAINED MINISTERIAL STAFF (FULL TIME)	NON-ORDAINED MINISTERIAL & NON-MINISTERIAL STAFF (FULL TIME)	MINISTERIAL & NON-MINISTERIAL (PART TIME)	CHILD CARE DIRECTOR
HEALTH INSURANCE	Employee is provided a stipend up to \$500/month for their own plan or through a spouse. Family coverage is available at the employee's expense.	Employee is provided a stipend up to \$500/month for their own plan or through a spouse. Family coverage is available at the employee's expense.		Employee is provided a stipend (determined by Child Care Committee) for their own plan or through a spouse. Family coverage is available at the employee's expense.
RETIREMENT PLAN	Participation is available through CBF Church Benefits. The Church will contribute 5% of employee's salary.	Participation is available through CBF Church Benefits. The Church will contribute 5% of employee's salary.		Participation is available through CBF Church Benefits. The Church will contribute 5% of employee's salary.
SOCIAL SECURITY	Non-participating through the Church but may participate as self-employed individuals.	Participate through the Church. The Church and employee will each pay their share.	Participate through the Church. The Church and employee will each pay their share.	Participate through the Church. The Church and employee will each pay their share.
DISABILITY INSURANCE	Provided by the Church	Provided by the Church	Provided by the Church	Provided by the Church
WORKER'S COMPENSATION	Covered for injuries sustained while on the job.	Covered for injuries sustained while on the job.	Covered for injuries sustained while on the job.	Covered for injuries sustained while on the job.

Section 8 Other Compensated Benefits

1. Social Security and Medicare

- a. The Church will pay its share, and the employee's share is deducted at each pay period and remitted according to Federal regulations.
- b. Ordained ministers are required by law to pay both the employer and employee portions themselves. The Church cannot pay this directly but will take this into consideration when establishing the minister's salary.

2. Workers' Compensation (Job Injury)

- a. All employees are covered by Worker's Compensation Insurance for injuries sustained while on the job. All injuries, no matter how slight, must be reported immediately to the employee's immediate supervisor and to the Associate Pastor.

3. Travel Expense

- a. Travel expenses are paid for staff members attending out-of-town meetings related to their job responsibilities. Employees incurring such expenses will act as prudent individuals practicing economy, thrift, and good judgment, and will maintain a daily, itemized record of all expenses.
- b. An itemized estimate of travel expenses must be approved in advance by the immediate supervisor.
- c. Reimbursement for travel is made upon submission of a signed, itemized expense voucher to the Associate Pastor. Each expense item must be supported by a receipt or invoice. Expense reports should be presented to the Associate Pastor within fourteen (14) calendar days after the travel for which expenses were incurred.
- d. When the destination is more than 300 miles, travel is by regularly scheduled commercial airline except:
 - i. When economic feasibility suggests otherwise.
 - ii. When attendee(s) elects to travel by means other than air.
- e. When traveling by air, coach class accommodations are considered standard. When possible, reservations should be made far enough in advance to receive benefits of airline discounts, etc.
- f. When the destination is less than or equal to 300 miles, travel is by the most practical and economical method.
- g. When travel to an out-of-town meeting is to be by automobile, a travel allowance at the current rate (the mileage rate allowance under Federal income tax law) is paid. No additional amount is allowed for additional passengers. When those in attendance at such meetings number two or more, those attending will travel together in one automobile to the extent possible and practical.

4. Car Expense

- a. Staff members who use their automobiles for church business are reimbursed on a mileage basis at the rate established by the IRS. A reimbursement form must be submitted within 60 days of the incurred mileage.

5. Moving Expenses

- a. A relocation allowance may be negotiated for new ministerial staff members by the Search Committee based on individual circumstances and subject to the approval of the Administrative Board.
- b. Allowance may include moving normal household goods, car(s), mileage, and lodging en route as required.

Section 9 Employee Performance, and Departure

1. Employee Performance Appraisal

- a. Salaries are based upon job responsibility and are reviewed annually. The performance of each employee is evaluated annually by their supervisor(s). Salary adjustments for employees are considered on an individual basis by the Personnel Committee, the Board of Deacons, and the Administrative Board.
- b. The evaluation is a continuing process of goal setting, follow-up review, and adjustment for both the supervisor and subordinate. The program is accomplished through dialogue and the use of a Performance Evaluation Worksheet. See Appendix C for more guidance.
 - i. Board Of Deacons will review the evaluations of the ministerial staff and make recommendations for cost of living and merit pay increases.
 - ii. The Associate Pastor will review the evaluations of the non-ministerial staff and present them to the Personnel Committee for its review and recommendations for cost of living and merit pay increases.
 - iii. The TCCC Ministry Committee will review the evaluations of the TCCC Director and Assistant Director and make recommendations for cost of living and merit pay increases.
- c. Evaluations for all ministerial and non-ministerial staff are completed by the end of September.
- d. No requests for salary adjustments are considered by the Administrative Board unless an evaluation has occurred.
- e. No salary increase is guaranteed to any employee. Any increase for ministerial staff must be approved by the Board of Deacons, and any increase for non-ministerial staff must be approved by the Personnel Committee. Recommended salary adjustments are referred to the Administrative Board for final approval. Individual performance, length of service, and cost of living changes will be considered in determining whether a salary increase is warranted for any employee.
- f. Approved increases are effective January 1 of the year following the approval. All salary increases will be communicated to the employee by the immediate supervisor and

through an annual personnel cost letter issued by the Finance Office. This letter will list the employee's salary and the actual or estimated cost of all benefits for each employee.

2. Unsatisfactory Performance

When work performance, attendance, attitude or other actions by staff are judged unsatisfactory, the following steps are taken:

- a. The staff member's supervisor will discuss the problem confidentially with the staff member.
- b. The supervisor and the Personnel Committee will establish corrective action steps giving a copy of this document in writing to the employee.
- c. After 30 days, the supervisor and a representative from the Personnel Committee will review the corrective action steps to determine if satisfactory progress has been made.
- d. Failure to achieve satisfactory progress on the corrective action steps may lead to immediate termination.
- e. Employees terminated for unsatisfactory performance is paid for earned wages and earned but not used vacation.

3. Causes for Disciplinary Action

- a. In any organization, reasonable guidelines and rules are necessary to ensure orderly and efficient operation as well as a work environment that is safe and pleasant for everyone. the Church is no exception.
 - i. The rules involving disciplinary action and discharge include, but are not limited to the following examples of unacceptable behavior such as:
 - ii. Refusal to follow instruction,
 - iii. Repeated absence or tardiness,
 - iv. Continuous unsatisfactory work performance
 - v. Theft or deliberate destruction of the Church property or property of other employees,
 - vi. Misuse or unauthorized use of church funds,
 - vii. Violation of established safety practices,
 - viii. Use, sale, transfer, or possession of illegal drugs, or controlled substances on the church property,
 - ix. Intoxication while performing job responsibilities,
 - x. Moral misbehavior which reflects adversely on the Church,
 - xi. Falsifying personnel or the Church records,
 - xii. Intimidation or interference with the rights of other employees.
 - xiii. In addition to the examples listed, judgment will dictate in other instances whether or not offenses have been committed and what disciplinary action would be warranted.

- b. Employees who fail to meet the requirements of employee conduct are subject to disciplinary action, which may range from warning notices to suspension to termination. In each case of misconduct or unsatisfactory performance, the appropriate disciplinary action is determined by the employee's supervisor, the Personnel Committee and in accordance with the Church's Constitution, and on the basis of the particular facts and circumstances surrounding the deficiency.

4. **Suspension Procedure**

a. **Enacting a Suspension**

- i. Upon the discovery of an action committed by an employee in violation of this Personnel Manual, that employee can be suspended from work by the Senior Pastor, by vote of the Personnel Committee, or by vote of the Board of Deacons.
- ii. If a staff member is suspended by the Senior Pastor, the suspension must be confirmed by vote of the Personnel Committee or the Board of Deacons within 24 hours.
- iii. Written notice of suspension shall be given to the employee within 24 hours of its initiation. The notice shall include who has initiated the suspension, reason for suspension, conditions of the suspension, and expiration date of the suspension (if applicable).
- iv. While suspended an employee is not permitted access to the church property, unless accompanied by the Senior Pastor or their designee, and shall not have contact with church staff, except the senior pastor. The suspended staff member must surrender any keys to church property while suspended.
- v. A suspension can be with or without pay, at the discretion of the Personnel Committee or the Board of Deacons. A suspension initiated as a disciplinary action should be without pay. A suspension initiated to allow consideration of further action or consideration by the church may be with pay.

b. **Repealing a Suspension**

- i. A suspension may be repealed by vote of the Personnel Committee, by vote of the Board of Deacons, or upon reaching its expiration date.
- ii. Written notice of the repeal shall be given to the employee. The notice shall include date of the repeal, any conditions of the repeal, and any requirements for the employee to avoid further disciplinary action.

5. **Resignation Procedures**

a. **Employee Resignation or Retirement**

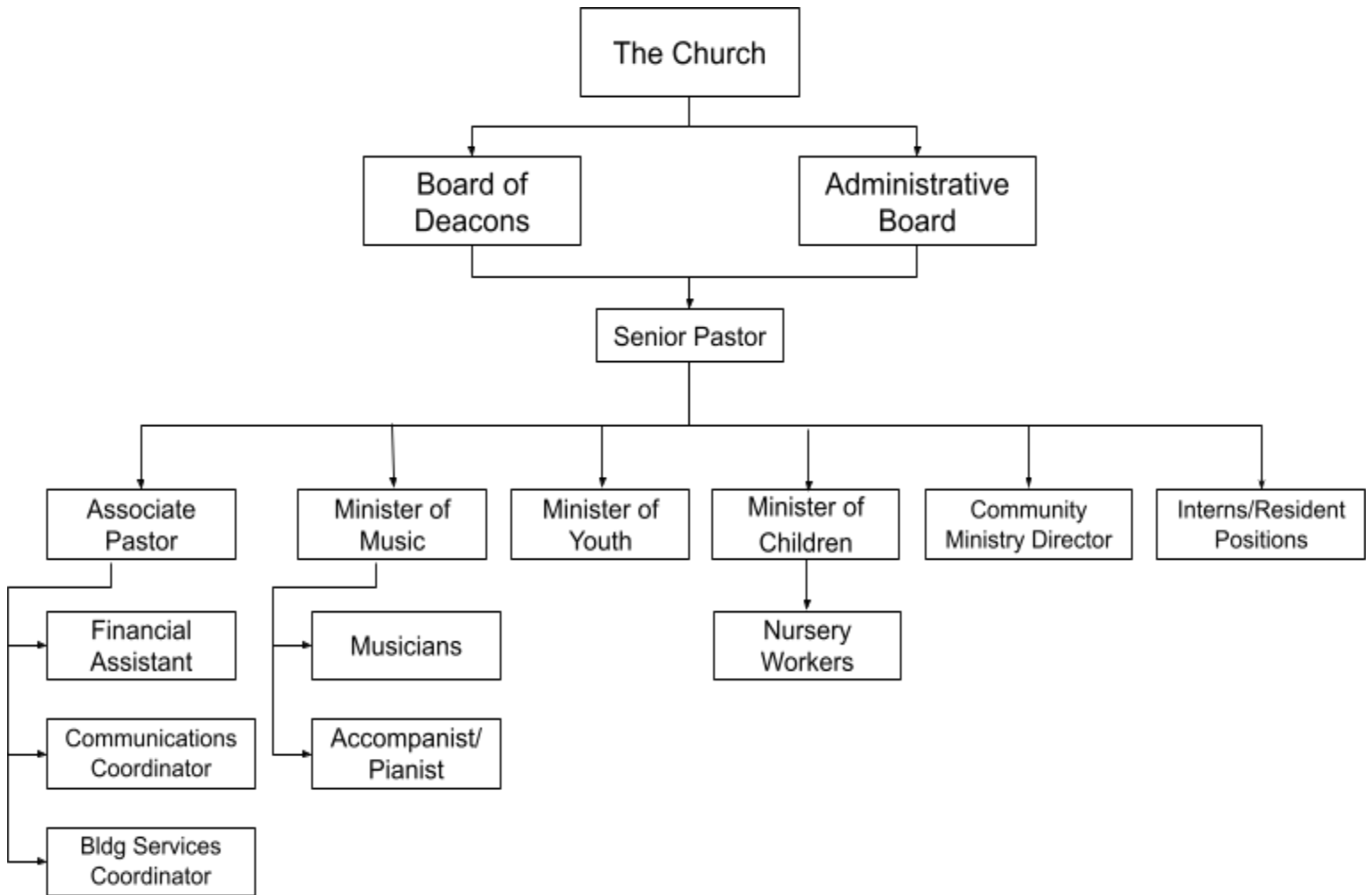
- i. Employees planning to resign or retire should give his/her supervisor at least two weeks' written notice. Documentation is filed and retained regarding reasons for resignation in the employee's personnel file
- ii. The employee is paid for unused vacation that has been earned until the final date of employment.

- b. Termination for Cause
 - i. The Church retains the right to immediately terminate an employee for any reason not prohibited by law, including employee misconduct.
 - a. Provision for termination of employment of ministerial staff is according to the Church Constitution, Article VIII.
 - b. Termination of employment of non-ministerial staff is by recommendation of the Senior Pastor and majority vote of the Administrative Board
 - ii. No severance pay will be paid. Employees terminated for cause will be entitled only to any earned wages and a maximum of two weeks unused PTO at the discretion of the Administrative Board.
 - iii. The Chairs of the Board of Deacons, Administrative Board, and Personnel Committee will conduct the termination of a ministerial staff member.
 - iv. The Senior or Associate Pastor and a Personnel Committee member will conduct the termination of a non-ministerial staff member.

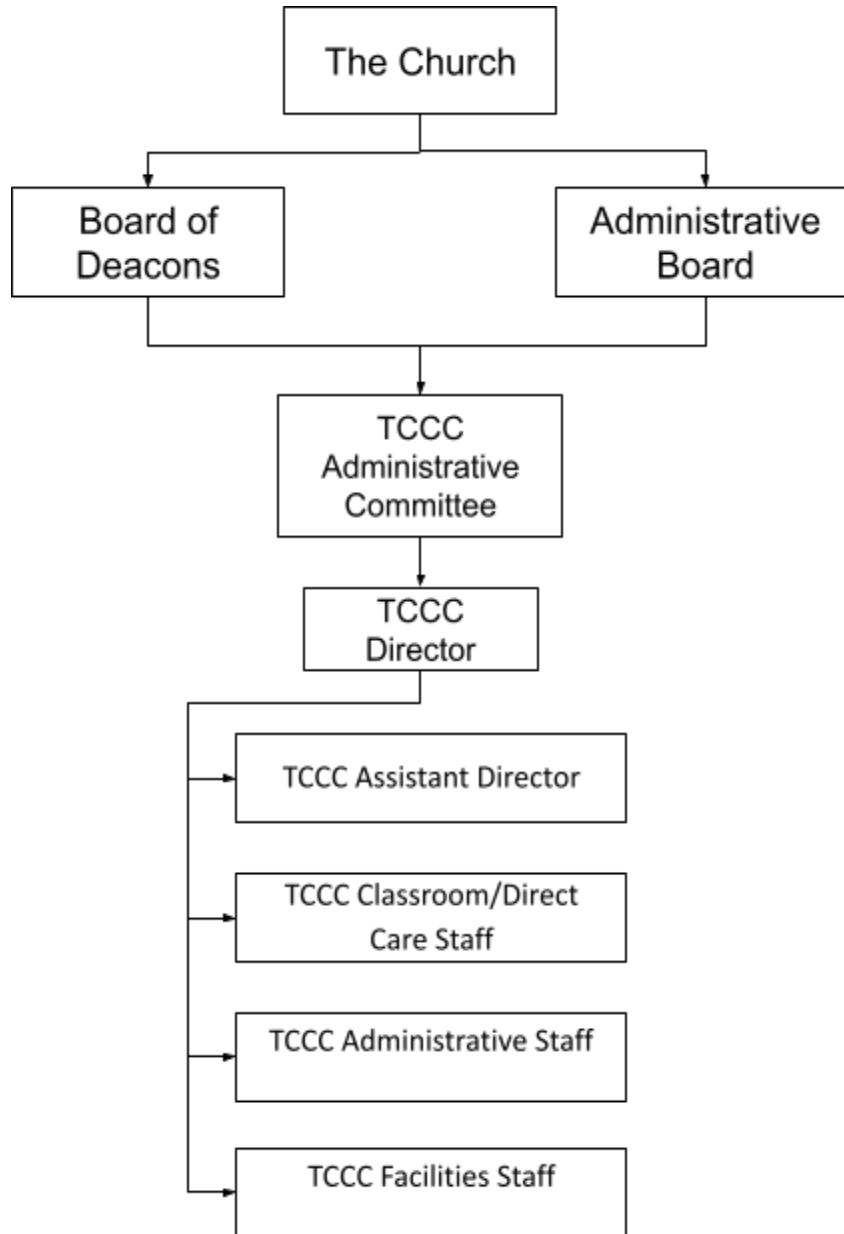
Appendices

Purpose - The purpose of these appendices is to provide clarification and direction for the groups who are responsible for performing the various personnel related tasks in the life of the church. The information presented in each appendix is given as guidance but they are not requirements. In each case, the group performing the work shall determine the best course of action for their task. It is expected that these appendices will be revised and updated more often than the rest of the Personnel Manual, and they should strive to reflect the most current processes used by the church.

Appendix A: Organizational Chart



Tabernacle Child Care Center Organization Chart



Appendix B: Employee Hiring Process

Introduction

The purpose of this appendix is to provide a general outline of the church hiring process and help move the process forward by helping everyone understand their roles and responsibilities. While every staff hire will be different and there is great flexibility in this outline, not every search team should be expected to reinvent or rediscover the hiring process. There will be situations when a less thorough process will be appropriate, and such a process is not excluded by this document. It is up to the Board of Deacons, Administrative Board, Personnel Committee, TCCC Administrative Committee and the Search Team to determine the best course of action, and this appendix is intended to serve as a guide in that task.

Initiating Hiring Process

The hiring process should be initiated when the need for a new or replacement staff member has been identified. The hiring process can be initiated by the senior pastor, the associate pastor, the Board of Deacons, the Administrative Board, a TCCC committee, or the Personnel Committee. This initial request should outline the church's need, basic qualifications and responsibilities of the potential staff member, the weekly work hours needed to meet the need, potential salary requirements, and if the position should be classified as ministry or non-ministry.

While any of the listed parties can initiate this process, requests for ministry positions should be approved by the Board of Deacons, and non-ministry positions should be approved by the Personnel Committee, before seeking approval from the Administrative Board.

Once the initial hiring request has been created and approved, it should be presented to the Administrative Board to determine if the church has resources available to fund the proposed staff position. This process may require some negotiation between the Administrative Board and the Board of Deacons/Personnel Committee, and may lead to revisions of the hiring request.

If approved by the Administrative Board, a motion for approval by the church should be produced with input from the Board of Deacons/Personnel Committee. This motion should include the job description, the budgeted salary range, and the names of the search team.

Forming a Search Team

The search team should be sized and staffed appropriately for position to be hired. Teams for ministry or full time positions should be larger than non-ministry or part time positions. Suggested committee team sizes are:

Non-Ministry Part-Time: 3 members

Non-Ministry Full-Time: 3-5 members

Ministry Part-Time: 3-5 members

Ministry Full-Time: 4-6 members

Senior Pastor: 6-8 members

The search team members can be gathered by the Board of Deacons, Personnel Committee, TCCC Committee, or by the Nominating Committee. For all staff positions the group forming the search team should consider including a member from both the Board of Deacons and the Personnel Committee on the search team. The search team should consist of one or more church members who are on committees or teams that will work with the new staff member. For non-ministry positions, it is appropriate to include the Associate Pastor on the search team.

To avoid any conflict of interest, no one should be appointed to a search team if they or their family member or relative is expected to apply for the position. If at any time a family member or relative of a search team member applies for the position to be filled, that search team member must immediately resign from the team and be replaced by a new member.

Once established, a search team can begin meeting, refining the job description, and gathering material for advertising prior to approval of the hiring motion by the church, but the position should not be advertised until the church has voted on the job description.

Search Process

The search team has significant flexibility and discretion in how they perform the search process. The team should choose a process that is appropriate for the position they are hiring. The process may include advertising widely, collecting resumes, asking applicants to answer written questions, and holding interviews, but can be as simple as asking a specific person to meet with the committee. Positions with more responsibilities and higher qualifications should have a more involved search process.

It is suggested that the position be advertised where appropriate and given a realistic and firm deadline for accepting applications. The pastoral staff can help with resources for advertising a position.

When needing to sort through applications to determine interviews, it is suggested the team create a scoring rubric appropriate for the position and screen applications based upon those specific criteria.

Interviews and Selection Criteria

The search team should schedule and hold interviews with the applicants they have determined to be most qualified for the position. The number of applicants invited to interview is at the discretion of the search team, but teams hiring more senior positions should consider interviewing more candidates. Again, for some positions, interviewing a single candidate may be appropriate, while a pastoral position may have an initial interview pool of 6-8 candidates with multiple rounds of interviews.

Prior to holding an interview, the team should draft a series of questions to be asked in the interview. Questions should focus on qualifications for the position and avoid questions that are discriminatory. The questions can be created with input from the Board of Deacons/ Personnel Committee or the pastoral staff as appropriate. The same questions should be asked of each candidate and the team should strive to keep the interviews focused on the chosen questions. The search team should be willing to explain and clarify any questions, as needed.

Interviews can be held in person, on the phone, or through video conference. A candidate should not be judged based upon the method of their interview.

Following should use all of the information they have collected to rank and choose the best candidates. The team is encouraged to come to a consensus decision that is supported by each member of the team.

Recommendation for Hire

When the search team has chosen a candidate to recommend for hire, they should contact the candidate to confirm their interest in the position, discuss salary requirements, their start availability, and discuss applicable benefits or negotiated employment agreement.

Any increase in salary above the approved amount, and any negotiated employment agreement must be approved by the Administrative Board before being presented to the church.

When the search team and candidate come to an agreement on the terms for employment, the team should submit their recommendation for hiring and the agreed upon terms to the Board of Deacons for a ministry position or the Personnel Committee for a non-ministry position. The Board of Deacons/Personnel Committee should review the

recommendation and, if satisfactory, schedule a church-wide vote to formally hire the candidate. As appropriate, the search team should hold open meetings to discuss the candidate and position with any interested church members before the scheduled vote.

Church Approval

Following the procedure established by the Church Constitution, a church wide vote should be held to approve the candidate for hire and the terms of employment. Upon an affirmative vote, the candidate is hired and should be notified of the outcome.

Employment Covenant

With the assistance of pastoral staff, the Board of Deacons/Personnel Committee should create a covenant document with the new staff member to set expectations and responsibilities of both the employee and the church. This is not a contract of employment, but rather a way for the church to express its hope for the new staff member and how it will provide support and encouragement. This covenant may include mentorship opportunities, events to meet and get to know church members, work and schedule expectations, goal setting, and training/ learning opportunities. The covenant should cover the first year of employment, and should include at least two formal meetings to assess how the church and the staff member are meeting expectations.

Appendix C: Annual Performance Review Process

Introduction

It is the intent of the church for each staff member to have a performance review every year. These reviews benefit both the church and the staff member and should serve to encourage and support the staff as they serve our congregation. The evaluation is a continuing process of goal setting, follow-up review, and adjustment for both the church, supervisor, and subordinate. The review is accomplished through dialogue and the use of a Performance Evaluation Worksheet.

This appendix is meant to provide a guide to this process and clearly define the responsibilities and timeline for the reviews. It is not possible to anticipate all situations that might arise, and this process may need to be adjusted when appropriate. It is the responsibility of the Board of Deacons, Administrative Board, and Personnel Committee to diligently work to implement this process every year.

Overview

Typically, an annual performance review involves the following steps:

- Determining the evaluation criteria for the staff member.
- Creating and distributing a Performance Evaluation Worksheet based upon those criteria to evaluators.
- Tabulating and interpreting the results of the worksheet.
- Determining any actions or corrections required.
- Making a recommendation for any salary adjustment.
- Meeting with the staff member to discuss the review.

This process often takes 6-8 weeks and the Board of Deacons/Personnel Committee should be sure to schedule the process such that their work is completed in time for salary adjustments to be included in the annual budget.

Responsibilities

The Board of Deacons is responsible for initiating and overseeing the performance reviews for each ministerial staff member. Some aspects of the reviews can be delegated to the senior pastor, or the employee's supervisor, but the Board of Deacons is directly responsible for the review of the Senior Pastor. The Deacons should work with the Senior Pastor to determine the evaluation criteria, contribute to the evaluations, and manage tasks to ensure the evaluations are completed on time.

The Personnel Committee is responsible for initiating and overseeing the performance reviews for each non-ministerial staff member. Some aspects of the reviews can be delegated to the associate pastor. The Committee should work with the Senior Pastor to determine the

evaluation criteria, contribute to the evaluations, and manage tasks to ensure the evaluations are completed on time.

Evaluation Process

The group responsible for the evaluation should use the staff member’s job description to create the evaluation criteria. These criteria should focus on major job responsibilities and goals that have been established for the staff member. If possible, the same or similar criteria should be used every year for the same staff positions.

Using these criteria, the group should create a Performance Evaluation Worksheet to distribute to stakeholders responsible for providing input for the review. The worksheet should consist of 10-20 questions which evaluate the staff member’s performance. It is appropriate for these questions to use a scale of performance or to allow open ended comments. The use of online survey tools is encouraged to aid in the distribution and collection of the evaluation worksheet. The worksheets should be distributed for evaluation as listed in the chart below.

EVALUATION OF	EVALUATE BY	MEET WITH STAFF PERSON
SENIOR PASTOR ASSOCIATE PASTOR	Deacons Administrative Board	Chair, Board of Deacons Chair, Administrative Board Chair, Personnel Committee
MINISTER OF MUSIC & WORSHIP	Deacons Senior Pastor	Supervising Pastor Chair, Board of Deacons
MINISTER OF YOUTH	Deacons on Team Team Members Senior Pastor	Supervising Pastor Chair, Board of Deacons
MINISTER OF CHILDREN & FAMILIES	Deacons on Team Team Members Senior Pastor	Supervising Pastor Chair, Board of Deacons
MUSIC ASSISTANTS ACCOMPANIST/PIANIST	Minister of Music Senior Pastor Associate Pastor	Minister of Music Senior or Associate Pastor
DIRECTOR OF COMMUNITY MINISTRY	Senior Pastor Team Members	Supervising Pastor Team Leader(s)
TABERNACLE CHILD CARE CENTER DIRECTOR	Senior Pastor TCCC Administrative Comm. TCCC Ministry Committee	Senior Pastor Chair, TCCC Administrative Comm Chair, TCCC Ministry Comm
FINANCIAL ASSISTANT	Senior Pastor Associate Pastor Treasurer TCCC Director	Associate Pastor Chair, Personnel Committee
COMMUNICATIONS COORDINATOR	Senior Pastor Associate Pastor Ministerial Staff	Associate Pastor Chair, Personnel Committee

BUILDING SERVICES COORDINATOR	Senior Pastor Associate Pastor Buildings & Grounds Comm.	Associate Pastor Chair, Personnel Committee
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When the evaluations have been completed, the Board of Deacons/Personnel Committee should compile the results and determine if the performance is satisfactory. The group can recommend goals for next year, job description changes, or propose corrective action. The results of the evaluation and recommendations from the group should be summarized in written form for presentation to the staff member.

Presentation to Employee

When the evaluation summary has been prepared, the group listed in the chart should meet with the staff member to discuss the evaluation and any proposed recommendations. This meeting should be collaborative in nature and serve to encourage the staff member in their service to the church. Time should be spent in the meeting discussing goals for the next year, areas for improvement, and staff member concerns.

Salary Adjustment

No salary increase is guaranteed to any employee. Any increase for ministerial staff must be approved by the Board of Deacons, and any increase for non-ministerial staff must be approved by the Personnel Committee. Recommended salary adjustments are referred to the Administrative Board for final approval. Individual performance, length of service, and cost of living changes will be considered in determining whether a salary increase is warranted for any employee.