

# Guidelines for Session Personnel Committees

*A statement of the functions and accountability  
to the sessions of a committee or task force*



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# Introduction

*The session . . . has the responsibility . . . to provide for the administration of the program of the church, including employment of nonordained staff, with concern for equal employment opportunity, fair employment practices, personnel policies, and the annual review of the adequacy of compensation for all staff, including all employees. –Book of Order G-10.0102.*

The guidelines in this booklet are offered as help to sessions as they work in fulfilling the *Book of Order* responsibilities of G-10.0102. Guidelines are just that: for guiding. They are not meant to be rules or mandates and will need to be adapted to fit each individual situation.

To assist them in implementing their *Book of Order* responsibilities, many sessions provide for the development of a Personnel Committee. Other sessions use a short-term personnel task force to work on specific matters. In either case, this booklet will help sessions to formulate a clear statement of the functions and accountability to the session of a committee or task force.

To determine the need for a personnel committee, sessions should consider the following:

Size of congregation.

Size of a session.

Number of pastors.

Number of staff.

The needs of lay employees and ministers for such a committee.

The session's need for assistance in fulfilling the responsibilities of G-10.0102.

A session personnel committee can provide the following benefits:

An orderly, focused and considerate way for sessions to build a healthy work environment.  
Recommendations to the session of policies, procedures and practices that anticipate outcomes before they happen.

Counsel and support for the staff.

A place where issues can be dealt with before they are personal situations.

Shared expectations so there are no surprises.

In churches where there is a head of staff, it is important that the session personnel committee not interfere with the ongoing supervision that the head of staff provides. In such situations the personnel committee works in a supportive and counseling relationship with the head of staff and with other staff, as needed..

In a church served by one pastor, the session personnel committee obviously will function differently from a committee in a church with a larger pastoral staff. Still, the principles are the same.

The term *pastor* can refer to either the sole pastor, or the head of a staff. The term *minister* (though all of us are ministers in the larger meaning of the word) is used here to refer to all those ordained to the Ministry of the Word and Sacrament..

The term *staff* refers to all persons employed by the session: ministers, or lay people. Full-time or part-time support or program staff refer to those working in particular area of ministry.

Ministers in the Presbyterian Church are called by the congregation to that work. They are not simply employees of the congregation or the session. They are responsible to the people of the congregation, of course, but not to them alone. The Presbyterian system of checks and balances gives them membership in, and a primary accountability to, the presbytery. They have been ordained to be Ministers of Word and Sacrament for the whole Church. (Each particular church, similarly, is linked to the larger church primarily through the presbytery, in which its minister and elder representatives have voting membership, and to which it has responsibilities.)

As a session works with staff and encourages the full use of the gifts and talents of each staff member, a shared ministry evolves. Valuing each person's worth and seeing the work of each as a part of the ministry of the church puts meaning into the words of the *Book of Order*: "The church of Jesus Christ is the provisional demonstration of what God intends for all of humanity. [As such,] the church is called to be a sign in and for the world of the new reality which God has made available to people in Jesus Christ." (G-3.0200) When a particular church treats each staff member as a valued partner in ministry, it becomes a sign to the world of a new reality. These guidelines are provided with this concept of ministry in mind.

## Forming a Personnel Committee

Any session member can suggest the formation of a personnel committee, which consists of three to five members appointed by the session. They can be members of the session or others from the congregation, although a session member will serve as chair. The church's pastor is an ex-officio member, though on occasion it is advisable for the committee to meet without the pastor. However, the pastor should always be informed of a committee's plan to meet and of its agenda.

All members should be able to keep confidences and be supportive of people and the church. They should be open minded, fair handed, reasonable, and well-balanced. Persons with axes to grind should not be a part of the committee.

The session personnel committee should hold regular meetings with an established agenda, and committee members should be a part of the normal rotation process of the session. If the session has a *Manual of Operations*, the personnel committee job description should be included in the manual.

## **Committee Responsibilities**

The session personnel committee has the following responsibilities (see appendix A for a sample Personnel Committee Job Description):

- Recommend position descriptions for all staff.
- Review and recommend to session compensation packages for all staff.
- Recommend personnel policies to the session.
- Encourage professional growth and development for all staff.
- Recommend to the session ways to manage risk exposures.
- Implement a plan of equal employment opportunities, developed in consultation with the presbytery and approved by the session.
- Provide for a review process to assist in work planning.
- Act as a support group for the pastor and other members of the staff.
- Confer with the pastor on any important issues of concern.

## **Potential Issues for the Committee**

The following are some of the potential issues that your personnel committee might need to address:

- Those related to your personnel policies
- Questions of compensation
- Professional Development issues
- Work with the broader church and community
- Work planning and evaluation
- Staff relationships
- Study leaves and sabbaticals
- Matters referred to it by the session.

## **Some words of caution.**

It is easy for a session personnel committee to get caught up in controversy. That's a major reason why members should be open-minded, fair-handed, reasonable and well-balanced. Because a personnel committee can be used by disgruntled individuals and groups as a power play to "get at" someone, it is important that the committee and its members act with caution and with forth-rightness in all matters. They should be aware of the limitations of their power and remember that they serve in an advisory capacity to the session. The session is responsible for the overall health and ministry of the congregation.

# Adopting Personnel Policies

Personnel policies are essential whether you have one employee or many employees. Such policies should therefore be adopted by the session and reviewed on a regular basis. Once a session has adopted a set of personnel policies, each staff member should be given a copy. Sometimes these policies are summarized in an employee handbook.

Personnel policies are meant to cover all staff, including regular, temporary, contract, full-time, part-time, volunteer, or the “dollar a year” staff. Staff members, such as pastors, musicians, Christian educators, business administrators, office personnel, day-care/weekday school-teachers, counselors, food service providers, and custodial personnel represent a total ministry, and each member is of equal concern to the session. Personnel policies apply across the board.

## Federal and State Employment Laws

Each state varies in the applicability of employment laws to church employees. Check carefully to ensure that your personnel policies follow state law concerning unemployment compensation, sickness, disability, and so forth.

Laws and courts exempt churches from the provisions of employment laws only where the exemption is necessary in connection with the church’s ecclesiastical function. A bookkeeper would probably not be exempted, but a director of Christian education might.

To a large extent most of these laws do not affect the church. However as a good employer, the church should go out of its way to ensure that its staff are just as well, if not better than, the staff of the bank or the department store down the street.

Two clear-cut distinctions that are worth dealing with:

**Overtime.** The Federal Wage and Hour Act does apply to churches. If a non-exempt employee works more than 40 hours a week, the employee must be paid time and a half for the excess hours. You can provide compensatory time off only if it is within the same period — and if careful records are maintained.

Generally a non-exempt employee is a support staff person —administrative assistants (secretaries), bookkeepers, and custodians. Musicians, business administrators, Christian educators, and pastors are exempt from this requirement and do not receive time and a half for working over 40 hours per week.

**Social Security.** The church must pay the FICA tax to Social Security, including part-time and temporary staff on its payroll. However, it may not pay FICA taxes for ministers who are classified as self-employed under Social Security law. They pay their own self-employed Social Security tax.

## Basic Personnel Policies

Appendix B contains a basic set of personnel policies that can be adapted to your specific situation. It includes the following items:

- Equal Employment Opportunity
- Process of Employment
- Exempt and Non-Exempt Categories
- Orientation Period
- Work Week
- Benefits
  - Social Security
  - Pension
  - Health Insurance
  - Vacation
  - Holidays
  - Workers' Compensation Insurance
  - Unemployment Insurance
  - Sick Leave
  - Medically Certified Disability Leave (short term or long term)
  - Parental leave
  - Leaves of Absence With Pay
  - Leaves of Absence Without Pay
  - Study Leaves
  - Sabbaticals
- Sexual Misconduct
- Grievances
- Termination
- Part-Time Employees
- Benefits for Temporary Employees
- Annual Performance Review
- Annual Compensation Review

Here are some additional items not covered in the appendix B model, that you might want to consider:

- Conflict of interest
- Life threatening injuries and illnesses
- Alcohol and drug use
- Weapons in the workplace.
- Housing Allowance
- Corrective action.
- Flex-time (flexible hours within the work week, other than 8-5 daily)
- Gliding time (allows employees to glide from 8-5 to flex time, as negotiated with the employer.)



You can find these items dealt with in other personnel policies of other churches, your presbytery or synod. The *Presbyterian Church (USA) Personnel Policies of the General Assembly Council and Guidelines for Governing Bodies and other General Assembly Entities* is also a helpful resource for you. It is available from the Human Resources Department, General Assembly Council, 100 Witherspoon Street, Louisville, KY 40202-1396.

### **Record Keeping.**

Employment records should be carefully maintained for each employee. Here are some suggested contents.

- Employment application and biographical data.
- Any applicable employment contract.
- Current position description.
- Annual Work Plan.
- Data on annual performance review.
- Work history, showing positions held, work schedule.
- Salary records including dates and amounts of increases.
- Vacation, sick leave and study leave records.
- Benefit plan participation.
- References, kept for six months only from date of employment, to comply with legal requirements; thereafter they should be destroyed.

Employees should have access to any information about themselves kept in these record files and the ability to make corrections to their files. The only exception to employee access are confidential employment references. Employees also should know how information in their files is being used. Otherwise, access to personnel files should be confined to staff and committee persons who have a need for the information. Clear rules for accessibility are important.

## **Writing Position Descriptions**

Each employee, including volunteers, needs a clearly written position description. The personnel committee will work with the staff person when writing a position description, thus providing an opportunity for dialogue about and increased understanding of the mutual ministries of pastor, session, and other staff.

The value of a written position description depends on the quality of study, thought and dialogues which precedes it. Rather than being just a file document, it becomes a working document that has resulted from problem solving and mutual commitment.

When writing the position description, it is helpful for the personnel committee, head of staff, and each staff person to work through the following questions:

1. What activities are most important in the work of the staff person? Clarify what both the staff person and the session considers priorities, then decide what each will do.
2. What is important to know about the congregation and the community? Are their recent congregational and community studies that have been done? If so, study and discuss them thoroughly. If not, look for other places where you might find pertinent information. Check with your presbytery for possible assistance.
3. What do we want to happen through our common ministry and the ministry with the people? With the community? With the wider world?

Thorough discussion of these questions should result in a working position description. This document will then shape the ministry of staff and session and can be used in annual reviews, at which time it should be reviewed as well.

### **Elements of a Position Description**

Each position description should include the following elements ( see Appendix C for sample position descriptions.):

1. **Title** - The title suggests the general area for which the position is responsible. Examples include pastor, co-pastor, associate pastor for congregational nurture, director of Christian education, commissioned lay pastor, administrative assistant (secretary), sexton, weekday schoolteacher and financial secretary.
2. **Purpose** - A one sentence statement that describes the primary purpose of the position.
3. **Accountability** – Specify to whom the position is accountable. For example, a pastor is the primarily accountable to the presbytery, but also to the session and congregation. The pastor of a multistaff church is the head of staff and the supervisor of all staff, unless another staff person is specifically named as supervisor. A church business administrator usually supervises all support staff.
4. **Responsibilities** - These include all duties and activities that pertain to the position. Here are some suggestions for writing position responsibilities.
  - a. Write responsibilities that are clear, concise and number not more than ten. Show the general scope of responsibilities rather than the minute details.
  - b. Use active verbs such as institutes, develops, designs, administers, recruits, proposes, initiates, creates, preaches, teaches, supervises, implements, directs, visits, plans, cooperates and coordinates. Make the statements observable and measurable.
  - c. When developing a group of position descriptions, take care to avoid overlapping responsibilities.

5. **Relationships** - Describe briefly how the person in this position is expected to relate to the session, other official bodies, and committees within the congregation. Clearly indicate how this person relates to other members of the staff, both employed and volunteer.
6. **Evaluation** - State the manner of evaluation to be used as well as how compensation will be reviewed.

## **WORK PLANNING, ANNUAL REVIEWS AND PROFESSIONAL DEVELOPMENT**

Each year, staff members should create work plans based on their position description and those priorities established by the session. ( See appendix D for a sample work plan.) The work plan is a way of focusing the work of the person for the year. It then becomes part of the annual review process. Plans should account for 40-60% of a person's time and be updated each year as session priorities and the staff position change..

### **Annual Reviews – Process**

Once a staff member has a current, clearly defined position description and has developed and followed an annual work plan with the session's priorities in mind, the review process will be easy to implement. Rather than being punitive, this process should help persons grow in their work and find satisfaction in what they do. In a sense, the review process is a ritual that should be ongoing, providing employee support throughout the year.

Here are some guidelines to follow for the annual review?

Have employee complete a "Performance Review Form" ( see appendix D).

Have the employee's supervisor or the chair of the personnel committee obtain feedback from persons the employee has worked with closely (see appendix D).

Meet face-to-face with the employee to discuss performance of the year's work plan.

The employee should first meet with the supervisor and then with the supervisor and the personnel committee.

Determine what is needed to help the employee grow in the position and make concrete plans to help the employee meet those goals.

Review and recommend any changes to the position description.

Review proposed work plan for next year.

Summarize agreements and make needed recommendations about how the work plan can best be implemented.

Report results and recommendations to the session.

### **Professional Development.**

Lifelong learning and education has been at the heart of the Presbyterian Church

throughout its history. The session personnel committee is key to establishing a plan of professional development for each of the staff members of the church. The ministry of the church is enhanced as the personnel committee encourages and values the growth and development of the church's staff, and expects that growth to occur. As a part of the work planning and annual review process, consider the following kinds of professional development:

**Training:** - The development of particular skills through classes, seminars, conferences, and so forth.

**Career Development** - An educational program that leads to a degree or the completion of a specialized program such as certification.

**Continuing Education** - A program of study related to current or upcoming work that helps to develop the staff member as a broader person.

In most instances, the presbytery will have minimum standards for continuing education for church professionals. However, consult with the presbytery Committee on Ministry or professional organizations in the Presbyterian Church (USA) for the guidelines and support they may be able to provide. The model found in appendix B suggests some policies for professional development.

Consider the following questions as plans for professional development are being made:

What does the staff member believe their need for growth to be?

Are there additional skills that need to be learned?

Are there particular areas where knowledge needs to be refreshed or new areas learned?

Does this need a particular event? Will an extended time for reading help?

Are there particular continuing education courses in which the staff member would like to participate?

International travel. The ministry of the church is enhanced as that ministry is seen through the eyes of another culture.

Sabbaticals or extended study leaves are becoming increasingly important for church professionals. They are a preventative measure for burnout and provide a time to gain perspective on the ministry of the church. These are not extended vacation times, however. Determining specific educational objectives before the leave and written reports afterwards will focus the experience both for the staff member and the committee.

Written plans for professional development should be approved by the session. Approval is especially important in relation to sabbaticals or extended study leave.

# Compensation

For Ministers of the Word and Sacrament, compensation consists of salary and housing to which other benefits and expenses may be added. Presbyteries usually have guidelines to assist in setting salaries for church employees so consult with the presbytery Committee on Ministry concerning guidelines and minimum standards for compensation. Your presbytery will have to approve all compensation packages for Ministers of Word and Sacrament and because changes in compensation packages represent a change in the terms of call, the congregation must also act upon them.

Housing is usually provided in a manse or a housing allowance. If a housing allowance is provided in lieu of a manse, the following apply:

1. The Internal Revenue Code allows exempt-level ordained ministers to exclude from gross income for tax purposes, if designated in advance by the employer, any housing allowance paid as part of compensation when that allowance is used for specified purposes. The responsibility for accurate estimates of the housing allowance and payment of applicable taxes rests solely with the employee.
2. Specified purposes for which a housing allowance may be used are:
  - a. rental of a home
  - b. Purchase of a home including: down payment, mortgage, legal fees, fees for title search, installment payments, interest, taxes, fire and home liability insurance premiums, and repairs.
  - c. Operating costs of home, such as utilities, home furnishings, attached garage, sidewalks, front and back yards but excluding costs for food or domestic help .
  - d. All of the above is compared to fair rental value and estimated utilities and whichever is lower is operative.

Compensation for educators is based on the following:

- Academic Qualifications
- Certification status
- Length of service to the church
- Complexity of the work
- Supervisory responsibilities

Many presbyteries have guidelines and minimum standards for educators. Again consult with the Committee on Ministry. The Governing Cabinet of the Association of Presbyterian Church Educators has established and published *Guidelines For Determining Compensation For Christian Educators*. These guidelines are available from Churchwide Personnel Services, Associate, Certification; 100 Witherspoon Street; Louisville, KY 40202-1396.

You should base compensation for other lay employees on the standards existing in your community. Your local employment office can give you prevailing salary ranges for similar

positions, and you can seek advice from other congregations in the area. In all compensation considerations, adequacy and fairness should prevail. All compensation should be reviewed annually and usually not at the same time that annual reviews are conducted.

## Temporary Pastoral Relationships

Section G-14.0513 – G-14.0516 of the *Book of Order* describes the following temporary pastoral relationships that may be established in cooperation with the presbytery:

**Stated Supply** -A stated supply is a minister appointed by the presbytery, after consultation with the session, to perform the functions of a pastor in a church which is not seeking and installed pastor.

**Interim Pastor**- An interim pastor is a minister invited by the session of a church without an installed pastor to preach the Words and administer the Sacraments, and fulfill pastoral duties for a specified period not to exceed twelve months at a time, while the church is seeking a pastor.

**Interim Associate** - An interim associate pastor is a minister invited by the session to serve in this position while the church is seeking a new associate pastor or is seeking a pastor to serve as co-pastor in accord with G-6.0202. . . .

**Temporary Supply** - A temporary supply may be a minister, a candidate, a commissioned lay pastor or an elder secured by the session to conduct services when there is no pastor or the pastor is unable to perform pastoral duties.

**Organizing Pastor** - An organizing pastor is a minister appointed by the presbytery to serve as pastor to a group of people who are in the process of organizing anew Presbyterian church. . .

**Parish Associate** - A parish associate is a minister who serves in some validated ministry other than the local parish, or is a member-at-large, or is retired, but who wishes to maintain a relationship with a particular church or churches in keeping with ordination to the ministry of the Word and Sacrament. . .G-14-0515

**Commissioned Lay Pastor** - The commissioned lay **pastor** is a person granted a local commission by the presbytery to lead worship and preach the gospel. This commission is valid only in one or more congregations designated by the presbytery. G-14.0516

Please note that this commission will contain permissions given by the presbytery related to items such as administering the sacraments, and so forth. Each commission will differ depending on the person, their training and the presbytery's standards and actions.

All of the above positions with the exception of the temporary supply will require actions by the presbytery. Consult the *Book of Order* and the Committee on Ministry. Appendix C contains sample position descriptions for each of these temporary pastor relationships ( with the exception of Temporary Supply and Commissioned Lay Pastor) .

# Resources

## Printed Resources

*The Book of Order*, published annually and available from the Office of the General Assembly, Presbyterian Church (USA), 100 Witherspoon Street, Louisville KY 40202-1396.

*Churchwide Compensation Guidelines*, available from Human Resources Department, Presbyterian Church (USA), 100 Witherspoon Street, Louisville KY 40202-1396

*Church Law and Tax Report*, by Richard R Hammar, JD., LL.M., CPA. Christian Ministry Resources, P.O. Box 1098, Matthews, NC 28106

*Equal Employment Opportunity (EEO) Guidelines*, available from Human Resources Department, Presbyterian Church (USA), 100 Witherspoon Street, Louisville, KY 40202-1396.

*Personnel Policies for the General Assembly Council and Guidelines for Governing Bodies and Other General Assembly Entities*, available from Human Resources Department, General Assembly Council, Presbyterian Church (USA), 100 Witherspoon Street, Louisville, KY 40202-1396

*Publications Catalog*, The Alban Institute, Suite 1250 West, 7315 Wisconsin Ave, Bethesda, MD 20814-3211

## Organization Resources

Your Presbytery office

Association of Presbyterian Interim Ministry Specialists, 17527 Blackrock Rd., Germantown, MD 20874

Administrative Personnel Association (APA), 230 Westridge Drive, Raleigh, NC 27609

Association of Presbyterian Church Educators (APCE), Suite 2303, 1920 South First Street, Minneapolis MN 55454

The Board of Pensions, Presbyterian Church (USA), 2000 Market Street, Philadelphia PA 19103

Churchwide Personnel Services, Presbyterian Church (USA), 100 Witherspoon Street, Louisville KY 40202-1396.

Presbyterian Church Business Administrators Association (PCBAA), Presbyterian Church (USA)

Contact the Office of Continuing Education, Union-PSCE Theological Seminary, 3401 Brook Road, Richmond VA 23227.

## **APPENDIX A-**

### **Sample Job Description Session Personnel Committee**

**Purpose:** To provide for an orderly, focused and considerate means for the session to build a healthy work environment.

**Membership:** Five persons: three from the session, one of whom shall be appointed chair by the session, and two members from the congregation. The pastor serves as an ex-officio member. All members are appointed by the session. The committee will be divided into classes which are determined by the session's normal rotation process. No one may serve more than two consecutive terms.

**Meetings:** The committee shall meet at least quarterly and on the call of the chairperson or pastor. The agenda for each meeting shall be set by the chairperson and the pastor jointly. No meeting will take place without the pastor present, unless the pastor is notified and informed of all agenda.

#### **Responsibilities:**

- Recommend to session position descriptions for all staff.
- Review and recommend to session compensation packages for all staff.
- Recommend to session Personnel policies.
- Encourage professional growth and development for all staff.
- Recommend to session ways to manage risk liabilities related to staff work.
- Implement a plan of equal employment opportunities, developed in consultation with the presbytery and approved by the session.
- Provide for a review process for all staff to assist in work planning.
- Act as a support group for the pastor and other members of the staff.
- Confer with the pastor on any important issues of concern.

**Relationships and Accountability:** The committee is accountable to the session . It will present a written report to the session following each committee meeting.



# **Appendix B**

## **A Model For Congregations**

### **Personnel Policies of**

#### **The \_\_\_\_\_ Presbyterian Church**

**Coverage:** These policies cover all staff except term contract employees who are governed by provisions of their contracts..

#### **I. Equal Employment Opportunity**

The Presbyterian Church (U.S.A.) will recruit, hire, call, train, and promote all persons in all job classifications without regard to race; creed; color; national origin; gender; age; marital status; religious affiliation, except when after careful study religious affiliation is determined to be a bona fide occupational qualification; or physical, mental or medical disability (including non-sighted) unrelated to the ability to engage in job-related activities.

#### **II. Process Of Employment**

1. A written position description that accurately reflects the job functions will be developed by the Pastor Nominating Committee or the pastor and the session Personnel Committee depending on the position to be filled. It must be approved by the session. (See “Guidelines for Writing a Position Description”)
2. Position descriptions will be rewritten in consultation with the new staff member four to six months following employment. They must be approved by the session.
3. If the position is advertised, it shall state that the \_\_\_\_\_ Presbyterian Church is an Equal Employment Opportunity employer. It may not carry such phrases as “minority preferred,” or “females will be given particular favor in interviews.”
4. The Equal Employment Opportunity policy of the church shall be followed in consideration of applicants for interviews and employment.
5. References shall be kept for six months only from the date of employment in order to comply with the legal requirements for equal employment opportunity. They should be destroyed thereafter.
6. Care shall be taken during the interviews to see that the privacy of the individual is protected. All questions shall be job-related.

#### **III. Exempt And Non-Exempt Categories**

The Fair Labor Standards Act, passed on June 25, 1938, established the minimum wage and

maximum hours and defined the kinds of work “exempt” from the minimum wage and maximum hours requirements. “Non-exempt” under the act refers to a job for which the employer must pay at least the minimum wage for the position and overtime wages for hours worked in excess of 40 hours per week.

An “exempt” employee is not paid any overtime for hours worked in excess of the weekly hours for which the person is employed. Such employees are expected to manage their schedules to provide them with a minimum of one day off each week.

#### **IV. Orientation Period**

1. The first three months of employment in a non-exempt position constitute an orientation period. Employment may be terminated at any time for causes such as, but not limited to, excessive absences, tardiness, or unsatisfactory work performance. Neither pay in lieu of notice nor severance pay will be given an employee whose employment is terminated during the orientation period.
2. During the orientation period of employment the employee is entitled to enrollment in a health plan, one paid sick day, paid holidays observed by the church, coverage as provided by the State Workers’ Compensation, and absence for jury duty. If absent for any other reason, pay will be deducted for the time absent.

#### **V. Work Week**

1. The work week for non-exempt staff is 40 hours. For time over 40 hours, pay is at the rate of one and one half times the regular hourly rate. Exempt employees are not paid overtime wages for hours worked in excess of 40 hours per week.
2. If the normal work week for a non-exempt position is less than 40 hours per week, all hours worked to 40 hours a week will be paid at the regular hourly rate.
3. Required attendance at meetings for non-exempt staff outside of the working hours shall be considered overtime and shall be compensated as indicated.

#### **VI. Benefits**

##### **1. Social Security**

All personnel are covered by the Federal Old Age and Survivors Benefits Act (Social Security). The employee’s share of the tax is withheld from the wages of lay staff.

##### **2. Pension**

Full-time staff (40 hours a week or more) are enrolled in the Presbyterian Pension and Benefits Plan, for whom full dues are paid.

### **3. Health Insurance**

Major Medical protection for employees and dependents is provided to participants in the health insurance program of the Board of Pensions. Other (part-time) staff may elect to participate in the church's local group medical expense program, sharing the cost of premiums (if such exists).

### **4. Vacation**

Full-time exempt employees are entitled to one full month (22 working days) vacation per year.

Full-time non-exempt employees are entitled to an annual paid vacation computed on January 1<sup>st</sup> of each year with ten (10) days granted for one year of credited service and with one day added for each additional year of service up to twenty-two (22) days.

### **5. Holidays**

The following paid holidays will be observed: New Year's Day, Martin Luther King, Jr.'s Birthday, President's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the Friday following, Christmas Eve, Christmas Day. Any changes will be recommended to the session by the session Personnel Committee at the end of each year. In addition, each employee may elect to observe one "floating" holiday of his/her choice, with two weeks advance notice.

### **6. Workers' Compensation Insurance**

All employees shall be covered by the Workers' Compensation Law of \_\_\_\_\_ (state).

### **7. Unemployment Insurance**

All employees shall be covered by state of \_\_\_\_\_'s Unemployment Insurance, if permitted.

### **8. Sick Leave**

Regular employees will receive 10 working days of sick leave each calendar year, cumulative up to 120 days, to be used in case of illness. Sick leave entitlement during the first year of employment will be prorated according to length of employment. At the time of termination of employment (either voluntary or involuntary) an employee shall have no claim for pay in lieu of unused sick leave.

### **9. Medically Certified Disability Leave (short term or long term)**

Employees who are, according to certification by a licensed physician, temporarily disabled and who are not covered by a required state disability plan, shall receive full salary and benefits for a period of such disability not to exceed 90 days, at which time if disability continues, applica-

tion may be made for disability benefits from the Board of Pensions for members of the Pension Plan. This policy shall apply to all medically certified disabilities, including pregnancy-related disability.

## **10. Parental Leave**

Regular full-time and part-time employees are eligible for parental leave. Eligible employees may elect up to 6 months reduced pay and/or unpaid parental leave for birth, adoption, or guardianship of a child. Parental leave can run concurrent with a medically certified disability. A 30 day notice must be given in writing for approval. The leave must be taken directly preceding or within twelve months of the birth or placement of a child. If spouses are employed by the same employer and wish to use this benefit, their aggregate leave is limited to six months. The employee and employer should agree to one of the following pay schedules:

1. the first two months at 75% of regular pay, then unpaid leave, or
2. the first three months at 60% of regular pay, then unpaid leave.

Benefit coverage continues during parental leave.

## **11. Leaves of Absence With Pay**

For regular training period in the U.S. Armed Forces (up to two weeks annually).

Jury duty (up to two weeks annually).

Marriage of an employee (up to three days).

Personal and family emergencies or other personal business that cannot be cared for outside working hours (up to three days annually).

In case of death in the immediate family (husband, wife, parent, parent-in-law, child, brother, sister, grandparent) the employee will receive full pay for absence from the day of the death up to and including the day after burial. This leave should not exceed four working days. Time lost to attend a funeral locally may be counted as personal or family emergency leave to be arranged in consultation with an employee's supervisor.

Adequate time off for voting where election hours and work schedules cause a hardship on employees.

## **12. Leaves of Absence Without Pay**

For military service performed by an employee with credited service for three months or more. Upon return, every effort will be made to place the employee in a position of similar level, status and salary.

### **13. Study Leaves**

Employees are entitled to study leave of one week per year (two weeks for ordained staff). This leave is to be discussed in advance and approved by the session Personnel Committee.

### **14. Sabbaticals**

Exempt employees are entitled to a sabbatical leave of up to six weeks every five years for a session approved study program. Study leave will not be given on a sabbatical year. The session Personnel Committee will discuss and approve sabbaticals in advance.

## **VII. Sexual Misconduct**

It is the policy of (this church) to maintain a workplace free from any form of sexual misconduct or sexual harassment, by any employee, member or friend of the congregation.

This policy is based on the Sexual Misconduct Policy adopted by the 203<sup>rd</sup> General Assembly (1991) and as that policy may be amended. (You will need to establish a set of procedures to implement this—contact your presbytery Committee on Ministry for assistance).

The scope of this policy is not limited to the church building. It includes all contacts in carrying out this congregation's responsibilities and relationships with employees, volunteers, and others.

Any form of sexual misconduct or harassment is unacceptable behavior.

All allegations will be taken seriously, investigated and appropriate corrective or disciplinary action taken as warranted.

## **VIII. Grievances**

1. Any problems arising from employment or conditions of employment are to be directed to the person's immediate supervisor, and if not resolved, to the pastor as head of staff. In those cases where the solution to a problem has not been worked out in discussion with the pastor, the employee may appeal to the session Personnel Committee. If the matter is still not resolved, the employee may appeal to the session in writing.

2. If the above steps fail to provide an acceptable remedy, the employee may file a written complaint with the appropriate presbytery committee. The presbytery committee becomes the mediator between the pastor, session and the employee, and will work out a solution acceptable to all three parties involved. (See Grievance Guidelines in another section).

### **IX. Termination**

1. Dismissal for cause may take place by written notice from the session giving reason for termination. Notice must be given or pay in lieu of notice of four weeks. No severance allowance will be paid, but employees who are dismissed will receive the cash equivalent of their unused earned vacation. Reasons may include: unsatisfactory performance, refusal to do work within his/her position description, repeated unexcused absences, repeated tardiness, incompetence, or illegal, dishonest or unethical conduct.
2. For dissolution of a pastoral relationship, see the Form of Government.
3. Because of reorganization, retrenchment of program, or other circumstances arising out of no fault of the employee, involuntary separation is at the discretion of the session upon recommendation of the session Personnel Committee. A severance allowance should be granted in relation to length of service.

### **X. Part-time Employees**

Part-time employees are those who are employed to work less than the 40 hour week. If they are not temporary and are employed at least 20 hours a week, they are eligible for the following:

1. Holiday pay, if the holiday falls on one of the regularly scheduled working days for that part-time employee.
2. Jury duty pay (up to two weeks leave annually).
3. Salary increases.
4. Regular pay up to 40 hours; time and a half pay over 40 hours in any work week for non-exempt employees.
5. A minimum of five days paid vacation and sick pay in proportion to hours worked each week.
6. Group Health Insurance.
7. Workers' Compensation.
8. Social Security participation.
9. Severance allowance in proportion to hours worked each week.

10. Participation in the Presbyterian Church (U.S.A.) Pension Plan to the extent permitted for part-time employees by the plan.

The rules of the Presbyterian Church (U.S.A.) Pension Plan do not permit participation of part-time employees who work less than 20 hours per week. The salary should be set at a level that compensates for the lack of benefits.

### **XI. Benefits For Temporary Employees**

Those employed for a short period, usually less than three months, are not paid for holidays, sick leave, or other leaves, and do not earn vacation leave for their temporary employment. They are not eligible for the pension plans or other health benefits entitlements. If they work more than the normal weekly work schedule, they will be paid at the regular rate for hours up to 40 per week, and time and a half for above 40 hours in the case of non-exempt employees. If a temporary employee joins the regular staff, his/her temporary employment is not considered as credited service in computing entitlements to vacation and other benefits.

### **XII. Annual Performance Review**

Every employee shall have an annual performance review with the participation of the employee, supervisor, a member of the appropriate committee and the session Personnel Committee. (See Review Process, Work Plans, and Professional Development Section).

### **XIII. Annual Compensation Review**

1. The session Personnel Committee is responsible for recommending to the session all salary increases. Salary levels shall be maintained so that they are consistent internally, responsive to changes in the cost of living, and in keeping with the church's compensation standards. Salary scales for non-exempt staff shall be in keeping with the provisions of Federal laws covering minimum wages.
2. Compensation for all ordained staff members is the responsibility of the congregation with the approval of the presbytery.
3. The session Personnel Committee shall conduct an annual compensation review with each member of the staff at a time other than at the performance review and prior to the development of the annual budget; e.g., they should be six months apart. Individual salaries shall be recommended to the session.

## Appendix C

### Position Description

**Title:** *Pastor (Clergy)*

**Purpose:** (NOTE: The following examples describe a variety of situations.)

***Example 1.***

To provide spiritual leadership, pastoral care, administrative oversight and organizational direction to a congregation of 2,300 members with a broad program of worship, music, preaching, teaching and fellowship.

***Example 2.***

To provide a balanced ministry of preaching, teaching, pastoral care, and organizational leadership to a congregation of 285 members, and to enable the church to grow to its full potential in membership and in spiritual vitality.

***Example 3.***

To provide a total ministry in the name of the Christian church to an overcrowded 10-block depressed neighborhood in the heart of a large city where crime rates are high and human needs are great.

**Accountability:** Accountable to the presbytery and to the session through the Personnel Committee.

**Responsibilities:** (NOTE: Examples describe a variety of situations; yours should describe your particular situation.)

Provide an outstanding biblically based preaching and teaching ministry that will attract people from a wide geographic area.

Preach, lead in worship, and provide a teaching ministry that will lead to the spiritual growth of the membership and awaken them to an active outreach to their neighbors in evangelism.

Lead and inspire the session and congregation in the development and effective operation of a wide range of program activities—recruiting, motivating and training youth and adult leadership.

Provide active leadership to the session, the congregation and its organizations in development programs that will enable the church to grow in mission in keeping with its potential in a growing community.

Administer the church's program by leading, directing, and supervising a full-time professional



staff of six, including an associate minister, a director of Christian education, a choir director, an organist, an administrative assistant (secretary), a business administrator, a weekday school-teacher, and any additional support staff.

Maintain the program of activities of the congregation, including the church school, women's association-with two circles, the choir and the Mariners Club.

Provide pastoral services for those in crisis situations.

Develop an active youth program that will bring young people into the church.

Coordinate a multifaceted program of community service and community organization activities, and supervise a professional staff of two and a large part-time and volunteer staff in the administration of programs, which include a well-baby clinic, a youth gang ministry, Head Start classes, adult education, employment services, and a drug rehabilitation ministry.

Work with community leaders in galvanizing community action to counteract exploitation of the community by unscrupulous entrepreneurs, absentee landlords, and political bosses.

Work with the session in developing programs for the congregation, for residents of the neighborhood, and for Christians in the whole metropolitan area.

**Relationships:** Relates to the session and various committees as the moderator of session; relates to the staff as head of staff; relates to congregation as pastor; relates to the presbytery as a member.

**Evaluation:** Performance reviews will be conducted annually by the session Personnel Committee and the pastor as head of staff. The session Personnel Committee will annually review the adequacy of compensation.

*(NOTE: This is a suggested guide. It should be adapted to the needs of your congregation.)*

## **Position Description (Sample)**

### **Title: Associate Pastor**

**Purpose:** To provide leadership and support for the church's program and mission in the areas of stewardship, visitation, and Christian education.

**Accountability:** Accountable to the presbytery and to the pastor as head of staff.

**Responsibilities:** Assist or share with the head of staff in leading worship, preaching as scheduled and conducting funerals and weddings.

Develop support ministries for persons with particular needs, with particular emphasis on singles and older persons.

Develop, coordinate and evaluate the stewardship program in cooperation with the Stewardship Committee.

Develop and maintain a program of visitation in cooperation with the board of deacons.

Assume necessary responsibilities in the absence of the head of staff.

Assist in the integration of new members and fringe members into the life, work and fellowship of the church.

**Relationships:** Works in close cooperation with the pastor as head of staff. Attends staff meetings and session meetings as scheduled, responding to requests of session and various committees for information and assistance, and reporting on areas of leadership and responsibility.

**Evaluation:** Performance reviews will be conducted annually by the session Personnel Committee and the pastor as head of staff. The session Personnel Committee will annually review the adequacy of compensation.

*NOTE: This is a suggested guide. It should be adapted to the needs of your congregation.*

## **Position Description (Sample)**

**Title:** Associate Pastor for Education and Evangelism

**Purpose:** To provide leadership and support for the church's program and mission in the areas of Christian education and evangelism.

**Accountability:** Accountable to the presbytery and to the pastor as head of staff.

**Responsibilities:** Act as coordinator for the Christian Education Program.

Develop and evaluate the education ministry in cooperation with the Education Committee.

Maintain a regular visitation program.

Develop support ministries for persons with special needs, with particular emphasis on youth.

Actively develop initiatives with the congregation that seek to bring the church's message to the unchurched and new people in the community.

Identify, analyze, and coordinate the church's involvement in community issues and problems.

**Relationships:** Works in close cooperation with the pastor as head of staff. Attends staff meetings and session meetings, responding to requests by the session and various committees for information and assistance, and reporting on areas of leadership and responsibility.

**Evaluation:** Performance reviews will be conducted annually by the session Personnel Committee and pastor as head of staff. The session Personnel Committee will annually review the adequacy of compensation.

*NOTE: This is a suggested guide. It should be adapted to the needs of your congregation.*

## **Position Description (Sample)**

### **Title: Organizing Pastor**

**Purpose:** To provide a ministry of preaching, teaching, outreach, pastoral care and organizational leadership to a new and growing community in \_\_\_\_\_ that will lead to the establishment of a new Presbyterian congregation in the community as part of the Presbytery of \_\_\_\_\_.

**Accountability:** Accountable to the Presbytery and the Church Development and Strategy Committee of the Presbytery.

**Responsibilities:** Develop a worshiping congregation that will attract people to an expression of the Presbyterian/Reformed faith experience.

Initiate a calling program to identify and recruit new members for the new congregation.

Train lay leadership.

Work with the Steering Committee and presbytery in strategic planning, evaluation and administration of programs and structure for the new congregation.

Provide pastor services as needed.

Serve as an active Presbyter.

**Relationships:** Relates to the steering committee and session as moderator, to any staff as head of staff, to the congregation as pastor, and to the presbytery as a continuing member.

**Evaluation:** Performance reviews will be conducted at three, six and twelve months during the first year by the Church Development and Strategy Committee and the Steering Committee together. After the first year, review will be annually by the Steering Committee or session or their Personnel Committee. Adequacy of salary will be reviewed annually.

*NOTE: This is a suggested guide. It should be adapted to the needs of your situation.*

## **Position Description (Sample)**

**Title:** Co-Pastors

**Purpose:** To share with the other co-pastor to provide... (describe your situation).

**Accountability:** Accountable to the presbytery and to the session through the Personnel Committee.

**Responsibilities:** (Similar for both co-pastors, or a division of labors, or a rotation of responsibilities.)

**Relationships:** Share in moderating the session, and so forth.

**Evaluation:** Performance reviews will be conducted annually by the session Personnel Committee. The session Personnel Committee will annually review the adequacy of compensation.

*NOTE: This is a suggested guide. It should be adapted to the needs of your congregation.*

## **Position Description (Sample)**

**Title:** Parish Associate

**Purpose:** To provide leadership to or to assist (in a specific area).

**Accountability:** Accountable to the presbytery and to the session through the pastor as head of staff.

**Responsibilities:** (These should be few and limited to specific tasks.)

**Relationships:** (Should be to one specific group with whom the person works.)

**Evaluation:** The continuance of the position and the person in it shall be reviewed annually by the session and the Personnel Committee.

*NOTE: This is a suggested guide. It should be adapted to the needs of your congregation.*

## **Position Description (Sample)**

**Title:** Interim Pastor

**Purpose:** To provide pastoral leadership during the time between installed pastors and to do (limited tasks).

**Accountability:** Accountable to the presbytery and to the session through the session Personnel Committee.

**Responsibilities:** (Specify what you need done during this period...it should not be the same as the former installed pastor's tasks.)

**Relationships:** (These depend upon whether the interim is a member of the presbytery where your congregation is located.)

**Evaluation:** The work of the interim will be evaluated every six months and the continuance beyond the original term will be negotiated.

*NOTE: This is a suggested guide. It should be adapted to the needs of your congregation.*

## **Position Description (Sample)**

### **Title: Christian Educator (Lay Persons)**

**Purpose:** To work with the session in planning for, developing, and supervising the Christian education of the church in accordance with the policies and directions of the Christian Education Committee.

**Accountability:** Accountable to the pastor as head of staff.

**Responsibilities:** Coordinate and unify the education activities of the church into an integrated and effective ministry of Christian education.

Keep abreast of educational needs of all age groups in the church and refer these needs to the proper committee.

Serve as ex-officio member of designated session committees.

Develop and implement curricula for preschool through high school levels.

Serve as consultant to Christian Education Committee.

Serve as advisor to youth fellowship committee, adult education program, and to the church school superintendent.

Set up and carry out teacher training.

Serve as a resource to other staff regarding Christian education.

Order curriculum and Christian education supplies.

Participate in presbytery education ministry programs.

**Relationships:** Accountable to the pastor as head of staff and the Christian Education Committee in the performance of responsibilities. Relates to the associate presbytery executive for nurture for resourcing coordination and service.

**Evaluation:** Performance reviews will be conducted annually by the pastor, the session Personnel Committee, and a representative of the Christian Education Committee. The session Personnel Committee will annually review the adequacy of compensation.

*NOTE:* This is a suggested guide. It should be adapted to the needs of your congregation.



## **Position Description (Sample)**

### **Title: Church Business Administrator**

**Purpose:** To coordinate the business affairs of the church, including the responsibilities of recruiting, training, and supervising of necessary personnel. The appropriate committee of the session, if any, should be consulted in each case, but the coordinating responsibility is the administrator's.

**Accountability:** Accountable to the pastor as head of staff.

**Responsibilities:** Oversee and coordinate the church office operations, computer services, general administrative work, and purchasing of equipment and supplies.

Supervise the church bookkeeping and accounting procedures including payrolls, accounts payable, collection and deposit of receipts, investments, pledge records, special gifts, stock conversions, tax listings, systems and procedures, financial statements, and statistics.

Oversee the preparation of the church budgets, including accumulating requests and preparing working documents for meetings of the Budget Committee, and meeting with the Budget and Finance Committee.

Supervise the maintenance of the building and grounds, assuring that repairs and maintenance, janitorial work, building openings and closings are preformed.

Supervise dining room operations and special functions, overseeing scheduling, purchasing, inventory records, reservations of facilities and collection of fees.

Coordinate public relations efforts, such as radio broadcasts and news releases, and serve as a liaison between the church and the media.

Maintain a stewardship program and provide supplies, record-keeping, progress reports, and solicitation assistance, work with special groups for the purpose of interpretation of mission and stewardship, and other miscellaneous functions as may be required.

**Relationships:** The administrator reports to and works with the pastor as head of staff. The administrator works directly with various individuals such as the chairperson of the Board of Trustees, Joint Budget and Finance Committee, Personnel Committee, Property Committee, treasurer, financial secretary, and pastor to obtain information and such counsel as may be desired by the administrator.

**Evaluation:** Performance reviews will be conducted annually by the pastor as head of staff and the session Personnel Committee. The session Personnel Committee will annually review the adequacy of compensation.

*NOTE: This is a suggested guide. It should be adapted to the needs of your congregation.*

## **Position Description (Sample)**

**Title:** Administrative Assistant or Church Secretary

**Purpose:** To provide administrative and secretarial services to the pastor and other church staff.

**Accountability:** Accountable to the pastor as head of staff or church business administrator.

**Responsibilities:** Perform the function of administrative assistant (or secretary) to the pastor and other staff including all typing, filing, routine correspondence and maintenance of calendar.

Be responsible for production of materials through computers, folding machine, duplicating machine and postage machine, and oversee usage of machines by others.

Maintain permanent church records.

Perform secretarial work for church committees and organizations as directed by the pastor, as the head of staff.

Be responsible for the ordering of office supplies and equipment.

Set deadlines for receipt of information and prepare documents for mailing, including church bulletins, announcements, letters to congregations, and newsletters.

Supervise volunteers as required.

**Relationships:** The administrative assistant (secretary) is accountable to the pastor as head of staff and, through the pastor, to other staff in the performance of his/her responsibilities.

**Evaluation:** Performance reviews will be conducted annually by the pastor as head of staff and the session Personnel Committee. The session Personnel Committee will annually review the adequacy of compensation.

*NOTE: This is a suggested guide. It should be adapted to the needs of your congregation.*

## **Position Description (Sample)**

### **Title: Director of Music**

**Purpose:** To coordinate and plan the whole music program of the congregation and to supervise the church organist.

**Accountability:** Accountable to the pastor as head of staff.

**Responsibilities:** Plan the music program and make appropriate recommendations.

Coordinate/Direct all the choirs.

Respond to other music needs that come through other staff persons.

Coordinate training of young people and children in the music program.

Provide soloists as needed.

**Relationships:** Relates to the pastor as head of staff, other staff persons, and the Music Committee, and supervises the church organist.

**Evaluation:** Performance reviews will be conducted annually by the pastor as head of staff and the session Personnel Committee. The session Personnel Committee will annually review the adequacy of compensation.

*NOTE: This is a suggested guide. It should be adapted to the needs of your congregation.*

## **Position Description (Sample)**

### **Title: Church Organist**

**Purpose:** To provide appropriate organ music for services of worship.

**Accountability:** Accountable to the pastor as head of staff, through the Music Director.

**Responsibilities:** Plan, prepare, and play organ music appropriate to each service of worship including the prelude, the interlude, the postlude and other music as required.

Prepare appropriate music for weddings and special services.

Rehearse sufficiently for optimum performance at the instrument.

Attend choir rehearsals for the purpose of accompaniment.

Accompany the congregation's singing of hymns.

Accompany the choir's singing of scheduled music.

Arrange for a substitute when not able to be present.

**Relationships:** Accountable to the pastor as head of staff, the Director of Music, and the Music Committee in the performance of his/her responsibilities.

**Evaluation:** Performance reviews will be conducted annually by the pastor as head of staff and the session Personnel Committee. The session Personnel Committee will annually review the adequacy of compensation.

*NOTE: This is a suggested guide. It should be adapted to the needs of your congregation.*

## **Position Description (Sample)**

### **Title: Church Sexton (Custodian)**

**Purpose:** To provide the essential maintenance services for the church building and grounds, and serve as security/watchperson of premises.

**Accountability:** Accountable to the pastor as head of staff.

**Responsibilities:** Keep buildings clean and well maintained on the inside and outside.

Maintain all grounds, performing such functions as cutting grass, shoveling snow, and caring for flower beds.

Maintain security of premises, and serve as watchperson to be sure building is in safe condition and locked when premises are vacant.

Perform minor repairs to masonry, electrical system, plumbing, and immediate temporary repairs in an emergency.

Keep the Property Committee (or Trustees) informed of major repairs needed.

**Relationships:** Accountable to the pastor as head of staff and the Property Committee (or Trustees) in the performance of his/her responsibilities.

**Evaluation:** Performance reviews will be conducted annually by the pastor as head of staff and the session Personnel Committee. The session Personnel Committee will annually review the adequacy of compensation.

*NOTE:* This is a suggested guide. It should be adapted to the needs of your congregation.

## *Appendix D*

### **Work Plan for 20\_\_** (Sample)

Name \_\_\_\_\_ Date \_\_\_\_\_

Position \_\_\_\_\_

#### **Based on Priorities Established by Session**

##### **Work plan for evangelism:**

Propose to the Evangelism Committee a method for implementing its program of Covenant Renewal designed last year.

Recommend to the Evangelism Committee some options for meeting its goal of increasing the church's membership 20 percent.

##### **Work plan for teaching responsibilities:**

Provide leadership training for youth and adult leaders in order to improve the planning and implementation of programs for youth and adults.

##### **Work plan for spiritual development of members:**

Develop a Spiritual Life Committee responsible for planning and implementing a program of spiritual development.

##### **Work plan for stewardship and commitment program:**

Recommend some alternatives to the Stewardship Committee for achieving its goal of a year-round program and increasing pledges by 25 percent.

##### **Work plan for administrative leadership:**

Hold a series of staff meetings in which the concept of shared ministry is discussed and in which recommendations for implementation are transmitted to the session for its discussion.

Signed \_\_\_\_\_

Approved \_\_\_\_\_  
(supervisor or chair of session Personnel Committee)

# Performance Review Form

Name \_\_\_\_\_ Date \_\_\_\_\_

Position \_\_\_\_\_

Work plan for \_\_\_\_\_ (e.g. Evangelism)

If accomplished list results, or if not accomplished, list reasons.

2. Work plan for \_\_\_\_\_

(Repeat the list of accomplishments or reasons for lack of accomplishments for each of the specific work plans.)

What actions need to be taken? What is the time frame to do this?

Signed \_\_\_\_\_  
(employee)

Signed \_\_\_\_\_  
(supervisor or chair of Personnel Committee)

## **Feedback on Work Performance**

**(Sample)**

Attached is this year's work plan for \_\_\_\_\_ (employee's name). You worked with him/her on some of these tasks. Please complete the following and return it to \_\_\_\_\_ (name) by \_\_\_\_\_ (date). Thank you.

**What was most helpful?**

**What could have been different?**

**Do you have any other comments regarding the individual's work performance?**

**Signed** \_\_\_\_\_ **Date** \_\_\_\_\_

**Position/relationship to employee** \_\_\_\_\_