

Personnel Policies for The Muncy Presbyterian Church

SECTION ONE: PERSONNEL COMMITTEE

PURPOSE: To provide on orderly, focused, and considerate means for the session to build a healthy work environment for all church employees.

MEMBERSHIP: The personnel committee shall be made up of two elders, one trustee, one deacon, and the treasurer. The Committee will be chaired by the elder with the most seniority. The Pastor will be an ex-officio member of this committee, with voice but no vote. The session will appoint the members of the personnel committee each January.

MEETINGS: The personnel committee will meet at least once a year in October for the purpose of an annual review of the work performance of all church staff members, and to make recommendations to the session for the terms of call for the pastor and a cost of living or merit raise for church non-exempt or contract employees. Other meetings may be called at the discretion of the chairperson or upon the request of any member of the personnel committee, the pastor or the staff. The chairperson will keep the session informed of any meetings and make a report at the next meeting of the session.

RESPONSIBILITIES

The personnel committee shall be responsible for the following:

1. Recommend to the session position descriptions for all staff.
2. Review and recommend to session compensation and benefits packages for all staff.
3. Recommend to session personnel policies.
4. Encourage professional growth and development of the staff.
5. Recommend to the session ways to manage risk liabilities related to staff work.
6. Implement a plan of equal employment opportunities developed in consultation with the presbytery and approved by the session.
7. Provide for a review process for all staff to assist in work planning.
8. Act as a support group for the pastor and other members of the church staff.
9. Confer with the pastor or staff on any important issues in relation to job performance.

RELATIONSHIPS AND ACCOUNTABILITY:

- A. The personnel committee is accountable to the session. It will present a written report to the session following each committee meeting.
- B. The Pastor will be evaluated by the personnel committee with the final decision concerning any recommendation for changes in the terms of call being made through the session to the Congregation.
- C. All Non-exempt and contract employees shall be responsible to the head of staff (pastor), then to the personnel committee, and ultimately to the session.

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SECTION TWO: PERSONNEL POLICIES

1. **EQUAL EMPLOYMENT OPPORTUNITY:** The church will recruit, hire, call, train, and promote all persons in all job classifications without regard to race, creed, color, national origin, gender, age, or marital status.
2. **PROCESS OF EMPLOYMENT:** A written position description that accurately reflects the job functions will be developed by the Pastor Nominating Committee for the pastor. The personnel committee will recommend position descriptions for all non-exempt and contract positions which must be approved by the session.
 - a. Position descriptions will be reviewed and rewritten if necessary after six months in consultation with the new staff members. If the position description is changed, it must be approved by the session.
 - b. If the position is advertised the job notice shall state that the church is an equal opportunity employer.
 - c.
 - d.
3. **EXEMPT, NON-EXEMPT, CONTRACT CATEGORIES:**
 - a. Non-exempt employee under the Fair Labor Standards 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.
 - b. An exempt employee (pastor) is not paid any overtime for hours worked in excess of a 40 hour work week. The pastor is expected to manage his/her own schedules to provide themselves with a minimum of one or two days off each week.
 - c. Contract employees are contracted for a specific job and are responsible for all their own workman's compensation, insurance and benefits. A contracted person is not considered an employee of the church.
4. **NON-EXEMPT EMPLOYEES:**
 - a. The first three months of employment in a non-exempt position constitutes 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. In the Commonwealth of Pennsylvania an employee may be terminated at will by the employer.
 - b. The non-exempt employees will be classified as follows:
full time: 40 hours a week
Part time: 10-39 hours a week
5. **BENEFITS FOR EXEMPT AND NON-EXEMPT EMPLOYEES:**
 - a. Social Security: All non-exempt personnel are covered by Social Security. The employees share of this tax is withheld from the wages of lay staff. Exempt employees are to be considered self-employed and will pay their own Social Security Tax, unless specified as a part of their benefits in their terms of call.
 - b. Pension: the Pastor will be enrolled in the Presbyterian Pension and Benefits Plan for whom full dues are paid. No benefits will be provided to non-exempt employees or contract workers.

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- c. Health Insurance: the pastor and his or her dependents will receive major medical protection provided by the Board of Pensions. Non-exempt employees and contract workers will not receive medical insurance.
- d. Vacation: The Pastor will be entitled to one full month including four Sundays of vacation a year. All vacation times must be approved by the session. Non-exempt employees are entitled to an annual paid vacation computed on January 1 of each year, with ten days granted for one year of credited service and with one day added for each additional year of service up to twenty-two days.
- e. Holidays: the following holidays will be observed by the Pastor and all non-exempt employees. New Years Day, Martin Luther Kings Birthday, President's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day. Non-exempt employees may also have Christmas Day off. The pastor is expected to celebrate worship services on all Holy Days and to take compensation time for working on those Holy Days. In addition, the pastor and non-exempt employees may elect to observe a "floating holiday of his/her choice, with a two week advance notice.
- f. Worker's Compensation Insurance: All employees shall be covered by the Workers Compensation of the Common Wealth of Pennsylvania.
- g. Unemployment Insurance: The church is exempt in the Common Wealth of Pennsylvania for unemployment insurance and therefore employees need to be made aware that if their employment is terminated they can not claim unemployment benefits.
- h. Sick Leave: the pastor and all full time employees will receive ten working days of sick leave each calendar year, cumulative up to 120 days, to be used in case of illness. At the time of termination of employment (either voluntary or involuntary) all employees including the pastor shall have no claim for pay in lieu of unused sick leave.
- i. Medically Certified Disability Leave: (short term or long term) The Pastor must receive certification by a licensed physician to make a claim for disability leave. The pastor will receive full salary and benefits for a period not to exceed 90 days, at which time, if disability continues, application may be made for disability benefits from the Board of Pensions. Non-exempt full time employees will receive disability leave as determined by the session.
- j. Leaves of Absence with Pay: Leaves of absence with pay will be given for the following:
 - a. Regular training period in the US Armed Forces up to two weeks annually in lieu of study leave.
 - b. Jury duty up to two weeks annually.
 - c. Marriage of an employee (up to three days)
 - d. Personal and family emergencies other than business that cannot be cared for outside working hours up to three days annually.
 - e. Death and burial of family members up to four working days annually.
- k. Leaves of Absence without Pay: a leave of absence without pay shall be given for military service performed by an employee for three months or

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- more. If the absence is in excess of one year and it involves an exempt employee, (pastor) special approval must be given by the Presbytery Committee on Ministry to call a Temporary Supply Pastor, to fill that vacancy.
6. **Study Leave:** The pastor will receive two weeks per year. All study leaves are to be discussed in advance and approved by the session. The session will follow the Ministry Guideline on page 23 of the Ministry Manual in regards to study leave as recommend by the Presbytery Committee on Ministry.
 - a. Continuing education time and funding may be accrued up to (6) six weeks over a (3) three year period when contracted for between the minister and the session.
 - b. Request for approval of continuing education funds and study time should be made by the pastor prior to the event, this may also include the expenditure of educational funds for continuing educational resources, i.e., tapes, books, computer software programs, etc., if deemed appropriate by the session.
 - c. Continuing Education time and funding will not be compensated at the end of a pastoral dissolution settlement.
 7. **Sabbaticals:** The pastor is entitled to a sabbatical leave of up to six weeks every seven years for a session-approved study program or for spiritual development. Study leave can be included in the sabbatical for a total amount of time of eight weeks. The session personnel committee will discuss and approve sabbaticals in advance, as an overall program of educational goals or spiritual development for their pastor as suggested in the Ministry Manual on page 21.
 8. **Spouse of Pastor:** the spouse of the Pastor will be allowed to live in the Manse without rental compensation for up to 30 days following the death of the pastor. If more time is needed by the spouse and the manse is not needed for an interim minister the session may grant an extension. If the pastor is in the military and is called up for a national emergency, the spouse will be allowed to live in the manse until the pastor can return to assume his/her duties. The pastor will reimburse the congregation for the fair rental value of the manse while he/she is on active duty.
 9. **SEXUAL MISCONDUCT:** It is the policy of the church to maintain a workplace free from any form of sexual misconduct or sexual harassment by any employee, member, volunteer, or friend of the congregation. This policy is based upon the Sexual Misconduct Policy adopted by the Presbytery. The pastor will sign an acknowledgment that he or she has received and read this policy and this acknowledgment will be kept on file at the presbytery office by the stated clerk in his or her personnel file.
 10. **CONFLICT AND RESOLUTION & MEDIATION IN REGARDS TO GRIEVANCES:**
 - a. All conflicts that involve the pastor shall be resolved according to the Presbytery Committee on Ministry Guidelines for intervention found on page 9 in the Ministry Manual.
 - b. All conflicts or any problems arising from employment or conditions of employment or work that is not meeting the standards for non-exempt

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employees or for those under contract are to be directed first to the head of staff, which is the pastor. If the concern is with the pastor then it should be taken to the chair of the personnel committee

- c. In those cases where a solution to a problem has not been worked out in discussion with the pastor, the employee or person under contract may appeal the discussion to the personnel committee. If the matter is still not resolved, the employee may appeal the decision to the session.

11. **TERMINATION:**

- a. The Pastor: If the difficulties are not resolvable, the session and pastor in consultation with the COM, shall follow the "Dissolution and Separation Guideline of the Presbytery Committee on Ministry.
- b. Non-exempt Employees or those under contract: the personnel committee can recommend to the session the dismissal of a non-exempt or contract employee for the following reasons: unsatisfactory performance, refusal to do the work within the employee's position description, repeated unexcused absences, repeated tardiness, incompetence, illegal, dishonest, or unethical conduct.
- c. Only the session may hire or fire a non-exempt or contract employee.

12. **ANNUAL PERFORMANCE & COMPENSATION REVIEW:** The pastor along with non-exempt employees shall have an annual performance review with the personnel committee in the month of October. The personnel committee shall make a report to the session concerning the evaluations and recommend all salary increases.

SECTION THREE: POSITION DESCRIPTIONS

POSITION ONE: PASTOR

PURPOSE: To provide spiritual leadership, pastoral care, administrative oversight, and organizational direction to the congregation with a broad ministry that includes: worship, music, preaching, teaching and fellowship.

ACCOUNTABILITY: The pastor will be accountable to the presbytery and to the session through the personnel committee.

RESPONSIBILITIES:

1. -Proclaim the Word of God with clarity. All preaching should be biblical with a central focus on the power of the resurrected Christ and the empowerment of God's indwelling Spirit.
2. Organize, co-ordinate, and celebrate at least one worship service each week.
3. Provide the celebration of the sacraments on a regular basis with the approval of the session.
4. Lead the congregation in prayer and to encourage God's people to pray for the people of the church and community. In addition, to teach the people of God how to pray both in corporate and private worship.
5. Provide a teaching ministry in which the laity is empowered & equipped for service (ministry) within and without the body of Christ.
6. Lead and inspire the elders of the session and the laity of the congregation in the development and implementation of mission opportunities.

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7. Provide pastoral care to the dying, the sick, the hospitalized, and the shut-ins, working closely with the hospice program as requested.
8. Provide pastoral counseling in the following areas but not limited to: spiritual, family, pre-marital, marriage, crisis intervention, abuse (substance & spousal), grief, and divorce, or to refer to other appropriate resources that may be better qualified to do the counseling.
9. Provide active leadership to the session that will enable & equip the laity of the church to grow in its mission outreach to the community.
10. Provide a ministry of presence to members of the congregation through home visitation.
11. Supervise the church staff
12. The Pastor will be encouraged to get involved in the local community through the ministerial alliance or other service organizations.
13. Participate in higher governing bodies of the Presbyterian Church when called upon to do so.
14. Promote, encourage, and implement a strong Christian Education program and youth program in the church.

RELATIONSHIPS:

1. The pastor will relate to the session as the session moderator with voice and vote.
2. The pastor will relate to the committees of the congregation as a resource person with voice but no vote.
3. The pastor will relate to all staff and employees as the head of staff.
4. The pastor will relate to the congregation as a preacher of the word, a teacher and equipper of the saints, a care giver.
5. The Pastor will hold his or her membership in the presbytery and will be available for higher governing body responsibilities as requested by the presbytery and the synod.

EVALUATIONS: Performance reviews will be conducted annually by the personnel committee. The personnel committee will annually review the adequacy of the pastor's compensation and must meet the minimum standard set by the presbytery. The personnel committee may recommend to the session one or more of the following:

- 1) A cost of living increase
- 2) A merit increase
- 3) An increase due to added responsibility

POSITION TWO: CHURCH SEXTON (CUSTODIAN)

PURPOSE: To provide the essential maintenance services for the church building as a contract worker.

ACCOUNTABILITY: Accountable to the pastor as head of staff, the personnel Committee, and the Board of Trustees.

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COMPENSATION & BENEFITS:

-The sexton will be contracted for a monthly service recommended by the personnel committee and approved by the session. The sexton will be given a Christmas Bonus of \$50.00 per year. If the sexton cannot perform his/her duties they will contact the Head of Staff or the appropriate trustee to inform them they can not meet their expected obligations.

RESPONSIBILITIES:

-TO CLEAN AND PREPARE CHURCH FOR SUNDAY WORSHIP

1. Vacuum and mop all floors
2. Dust and remove cob webs as needed
3. Empty Trash Cans
4. Clean all glass doors & windows as needed
5. Clean restrooms
6. Clean or dust tables, blackboards, and chairs in Sunday School Rooms
7. Refill dispensers in restrooms (Toilet Paper, Hand Towels, Soap, Drinking Cups)
8. Set up Fellowship Hall for Sunday School Opening
9. Change all light bulbs that are accessible, and if not then notify pastor that lights need to be changed
10. Keep inventory of all cleaning supplies and purchase as needed: toilet paper, hand towels, soap, cleaning supplies & equipment.
11. Make a list of repairs that need to be done in regards to: plumbing, electrical system, equipment, or to the building. This list should be turned into the pastor or elder responsible for church property as the needs arise.

-TO CLEAN AND PREPARE THE CHURCH FOR A WEDDING OR FUNERAL:

1. The church is to be cleaned prior to a wedding or a funeral.
2. The Sexton will be paid a \$50.00 remuneration for the cleaning of the church following a wedding. This is to be contracted separately between the Sexton and the wedding party.

-OTHER RESPONSIBILITIES & COMPENSATION:

The Sexton with the approval of the pastor will shampoo the carpets as needed or requested. The Sexton will be paid \$10.00 an hour for this service, above their regular agreed upon salary.

RELATIONSHIPS: Accountable to the pastor as head of staff and the personnel committee and to the elder responsible for taking care of church property.

EVALUATIONS: Performance reviews will be conducted annually in October by the session personnel committee. The session personnel committee will annually review the adequacy of compensation and report their recommendation to the session for their approval.

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POSITION THREE: CHURCH PIANIST AND ORGANIST

PURPOSE: To provide appropriate music for the services of worship. This is a contracted position with the amount of remuneration to be approved by the session. The musicians will be contracted individually by those who wish to use them for weddings or funerals. The suggested remuneration is \$40.00 per event including rehearsals.

ACCOUNTABILITY: the musicians will be accountable to the pastor and to the session.

RESPONSIBILITIES:

1. Plan, prepare, and play appropriate music for the morning worship service and for special services such as: Ash Wednesday, World Day of Prayer, Maundy Thursday, Easter Sunrise Service, National Day of Prayer, Thanksgiving Community Service, and Christmas Eve.
2. Music selections should normally include: a prelude, interlude, and postlude and other music as requested.
3. Attend choir rehearsals for the purpose of accompaniment
4. Accompany the congregation in the hymns selected by the pastor.
5. Accompany those who wish to sing specials for the worship service.
6. When requested by the pastor help in selecting for the congregational hymns or special music.
7. Arrange for a substitute musician, if possible, when unable to be present.
8. Participate with the Worship & Fellowship Committees in the planning of worship events for the church.

RELATIONSHIPS: Work closely with the Pastor in the planning and executing of the worship service. Good communication between choir director and musicians is essential.

EVALUATION: The personnel committee will review this position every October.

POSITION FIVE: CHURCH TREASURER

PURPOSE: To account for the income and expenditures of all church monies.

REQUIREMENTS:

1. If at all possible be a active participating member of the Congregation
2. If at all possible should be faithful in giving of tithes and offerings
3. If at all possible should be computer knowledgeable
4. Must be trustworthy and can keep the confidence of the givers
5. Must be willing to follow the guidance and direction of the session in regards to church expenditures

ACCOUNTABILITY: The treasurer shall be elected annually by the session. The work of the treasurer shall be supervised by the session. The treasurer shall report monthly to the session and annually to the congregation.

The following minimum standards of financial procedure shall be observed:

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G-10.0401a. The counting and recording of all offerings by at least two duly appointed persons, or a fidelity bonded person;

G-10.0401b. The keeping of adequate books and records to reflect all financial transactions, open to inspection by authorized church officers at reasonable times;

G-10.0401c. Periodic reporting of the financial activities to the board or boards vested with financial oversight at least annually, preferably more often;

G-10.0401d. A full financial review of all books and records relating to finances once each year by a public accountant or public accounting firm or a committee of members versed in accounting procedures. Such auditors should not be related to the treasurer (or treasurers). Terminology in this section is meant to provide general guidance and is not intended to require or not require specific audit procedures or practices as understood within the professional accounting community.

RESPONSIBILITY:

1. Must be bonded in order to count the Sunday Offerings
2. Must make a monthly report to the session of expenditures and Income
3. Must reconcile the check book statements monthly
4. Must submit to an annual financial review
5. Must make a year end report to the Presbytery and Congregation

RELATIONSHIPS: The treasurer will submit a weekly accounting sheet of the churches income and worship attendance to the pastor. The treasurer is responsible ultimately to the session for all church expenditures. The treasurer will receive a report from the following organizations in regards to their finances:

1. The Presbyterian Women
2. The Presbyterian Youth Group

EVALUATION: The treasurer will be evaluated on his or her job performance by the personnel committee each October.

Performance Evaluations

We recommend that the Pastor works with the Session, through its Personnel Committee, in designing an annual performance evaluation. The Committee on Ministry can recommend a variety of excellent resources for conducting such an annual evaluation. Pastors, as skilled professionals, welcome the congregation's comments, support, criticism, and collaborative goal-setting.

- ❑ An annual performance evaluation is a dialogue among colleagues in the ministry, not the employers reviewing the employee.
- ❑ An annual performance evaluation respects the mutual teaching, admonition, and prayerful guidance the pastor gives the congregation and the congregation gives the pastor.
- ❑ An annual performance evaluation can breathe renewal into the ministry of the congregation by encouraging the congregation and pastor to clarify goals and expectations, identify strengths and weaknesses, and seek out means to strengthen the pastor's competence.

The process begins by the Personnel Committee soliciting comments from the Church members and especially from the Church officers about the work of the pastor. The Committee then collates the information, develops the scorecard, drafts commentary according to the areas of ministry, and then sits with the Pastor to review the data and opinions.

The dialogue between the Pastor and the Personnel Committee results in them drafting ministry goals and professional development objectives for the coming year. These goals and objectives provide a means for measuring the pastor's accomplishments for the coming year.

A Performance Evaluation Process

I. Outline of Evaluation Process

1. A mini-mission study that can be used to give a snap shot of the Church ministry and officer and pastor performance evaluations
2. Divide the Church officers into small groups for discussing steps IV, V, and VI;
3. Ground-rules for discussion include: candor, truth spoken in love, everyone has the opportunity to be heard, everyone listens, no interruptions, listening before answering, confidentiality maintained, no personal attacks or intimidating statements, no talk about persons not present, facts only

II. Dig Work

1. What are the statistical data?

Year	Worship	Sunday School Attendance	Donations from Living Donors	Expenses	Membership	Mission Giving

2. Are you able to pay your bills and meet the necessary operating expenses?
3. What percentage of your congregational membership is actively involved in positions of Church leadership and responsibility?

Number of members: _____ Number of Church Leaders: _____

4. What missions are supported and carried out?
5. What programs and activities are conducted?
6. What goals were proposed in the any previous goal setting or mission study and how or how not have you met them?

III. Current Needs Assessment

1. What are the principle reasons for your Church being a Church in this community and Presbytery? What are you here for?
2. What are your present spiritual needs, personally and as a congregation?
3. What are your present emotional and psychological needs, personally and as a congregation?
4. What are your present administrative and financial needs, personally and as a congregation?
5. What resources are needed for satisfying these needs, personally and as a congregation?
6. Are these resources realistically available for satisfying these needs?
7. What changes are necessary for satisfying the needs, personally and as a congregation? [interior changes in you?]
8. What questions yet need to be answered?

Appendix A—sample performance evaluations for the pastor

IV. Performance Evaluations: Below are several models for performance evaluation of church leaders as well as the ministry of the church. Begin by answering number one below which asks whether your current leadership needs are being met by the present leaders. Next, choose a model for evaluation of the church’s ministry. Combined, these evaluations will help you see how effectively the leaders and the church are doing ministry together.

Performance evaluations for leaders

Do you believe the current Church leaders (elders, deacons, pastor, and other officers) have the following characteristics necessary for meeting these needs? Using A=4, B=3, C=2, D=1, E=0, give a grade for each leadership level and characteristic.

Officer	Skills and Expertise	Credibility	Commitmet	Enthusiasm	Support Resources	Time
Elders						
Deacons						
Pastor						
Others						

Performance evaluations for the Church

What performance grade do you give your Church? Choose one or all of the following three methods. Check the appropriate grade; Calculate the value as you would for a school grade point: A=4, B=3, C=2, D=1, E=0)

Appendix A—sample performance evaluations for the pastor

Model One (Herb Miller)

Mark of Faithfulness and Vitality	A	B	C	D	E	Value
1. Develops lay and clergy leaders who model and communicate a vision of expectancy and hope regarding the future						
2. Spiritually nurtures people in worship services						
3. Helps create a climate of Christian love and acceptance within the Church						
4. Involves large numbers of members in carrying out the ministry of Christ						
5. Encourages people outside the Church to experience a life-changing connection with Jesus Christ						
6. Enthusiastically receives and assimilates new people into Church life						
7. Provides Sunday School and other small groups that offer Bible study and spiritual growth opportunities and meet many personal and social need						
8. Teaches members how to develop a life of prayer						
9. Encourages members to develop sacrificial stewardship of financial, time, and talent resources						
10. Reaches out to help heal the hurts and meets the needs of people in the Church, community, and across the world						
Total Value						
Divide Total Value by 10						
Grade Point Average for Church						

Appendix A—sample performance evaluations for the pastor

Model Two (Strategy Committee)

Mark of Faithfulness and Vitality	A	B	C	D	E	Value
1. Demonstrates the centrality of worship in its life, and expresses integrity in worshipping God						
2. Cares, in a variety of ways, for every person participating in its life						
3. Cares both for the community to which it is called for mission and for the whole of God's world						
4. Participates in denominational and ecumenical expressions of ministry and mission						
5. Provides leadership that enlarges the vision of the people, helping them to grow in their understanding and expression of the Christian faith						
6. Struggles to discern the meaning of Christian faith for its total life by testing its life and activities against biblical and theological tradition						
Total Value						
Divide Total Value by 6						
Grade Point Average for Church						

Appendix A—sample performance evaluations for the pastor

Model Three (Kennon Callahan)

Mark of Effectiveness	A	B	C	D	E	Value
1. Specific, Concrete Missional Objectives						
2. Pastoral and Lay Visitation						
3. Corporate, Dynamic Worship						
4. Significant Relational Groups						
5. Strong Leadership Resources						
6. Streamlined Structure and Solid, Participatory Decision Making						
7. Several Competent Programs and Activities						
8. Open Accessibility						
9. High Visibility						
10. Adequate Parking, Land, and Landscaping						
11. Adequate Space and Facilities						
12. Solid Financial Resources						
Total Value						
Divide Total Value by 12						
Grade Point Average for Church						

Conclusions:

3. What performance grade do you give the current Church leadership? In the following inventory, circle the appropriate grade; Calculate the value as you would for a school grade point: A=4, B=3, C=2, D=1, E=0)

Appendix A—sample performance evaluations for the pastor

Category of Ministry of the Church Leadership (elders, deacons, and other volunteer officers)	A	B	C	D	E	Value
1. Worship Leadership						
2. Encourage the people in their worship of God						
3. Equip and renew the people for their tasks in the Church						
4. Administration of the Sacraments						
5. Inform the pastor and leadership of persons and structures needing special attention						
6. Spiritual development of members						
7. Congregational visitation, especially toward the sick, sorrowful, shut-in, friendless, and lonely						
8. Promote congregational fellowship						
9. Meet regularly						
10. Evangelism and reception of new members						
11. Planning and evaluating local mission program						
12. Mission beyond the local community						
13. Development of educational program						
14. Develop and supervise the Church School						
15. Instruct and orient new officers						
16. Church's involvement in community social problems						
17. Lead the congregation in ministries of personal and social healing						
18. Ecumenical and interfaith activities						
19. Communication						
20. Administrative leadership						
21. Planning with the other Boards						
22. Promote financial support and management						
23. Evaluation of Program and Staff						
24. Congregational and Governing Body Relationships						
25. Participation in Presbytery work						

Appendix A—sample performance evaluations for the pastor

26.Care and upkeep of the property						
27.Steps taken for personal and spiritual growth						
28.Keep accurate membership rolls						
Total Value						
Divide Total Value by 28						
Grade Point Average						

Conclusions:

4. What performance grade do you give the Pastoral leadership? In the following inventory, circle the appropriate grade; Calculate the value as you would for a school grade point: A=4, B=3, C=2, D=1, E=0)

Category of Ministry of the Pastor	A	B	C	D	E	Value
1. Worship Leadership						
2. Proclamation of the Word						
3. Sermon Preparation						
4. Administration of the Sacraments						
5. Special Worship Services						
6. Spiritual Development of Members						
7. Congregational Visitation						
8. Congregational Fellowship						
9. Counseling Services						
10.Evangelism						
11.Planning Local Mission Program						
12.Mission Beyond the Local Community						
13.Development of Educational Program						
14.Support of Education						
15.Teaching Responsibilities						
16.Church's Involvement in Community Social Problems						
17.Pastor's Involvement in Community Social Problems						
18.Ecumenical and Interfaith Activities						
19.Communication						
20.Administrative Leadership						
21.Planning with the Session						
22.Financial Support and Management						

Appendix A—sample performance evaluations for the pastor

23.Evaluation of Program and Staff								
24.Congregational and Governing Body Relationships								
25.Member of Presbytery								
26.Receives Support of Congregation at large								
27.Professional Growth								
28.Theologian								
Total Value								
Divide Total Value by 28								
Grade Point Average for Pastor								

Concluding Thoughts and Analysis:

Effective Pastoral Leadership

CATEGORIES AND COMPETENCIES

<u>Categories</u>	<u>Competency</u>
<i>Personal Relationship with God in Christ</i>	<ul style="list-style-type: none">• Faithfulness
<i>Personal Character</i>	<ul style="list-style-type: none">• Resilience• Integrity• Emotional Maturity
<i>Transformational Leadership</i>	<ul style="list-style-type: none">• Cultivating a Missional Culture• Caring for the Congregation• Responding to the Community• Enabling Change
<i>Relationship Skills</i>	<ul style="list-style-type: none">• Building Relationships• Resolving Conflict• Communicating with Impact
<i>Management Skills</i>	<ul style="list-style-type: none">• Decision Making• Delegating and Empowering• Planning and Organizing

Evaluating your pastor: Give a grade point for each leadership characteristic:

5 = A (Excellent)

4 = B (Above Average)

3 = C (Average)

2 = D (Below Average)

1 = F (Poor)

PERSONAL RELATIONSHIP WITH GOD IN CHRIST (Character)

FAITHFULNESS—*Demonstrates a vibrant and compelling relationship with God in Christ; responds to the power of the Holy Spirit in daily life; is obedient to Christ’s mission to go and make disciples.*

Key Actions

- *Demonstrates faith*—Responds to God’s call to be a disciple; tells others about the love and power of Jesus Christ through word and deed; inspires others to live faithful lives.

5	4	3	2	1
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- *Pursues spiritual growth*— Seeks to strengthen personal relationship with God in Christ through prayer, study, spiritual discipline, and participation in the community of faith; grows in faith through the power of the Holy Spirit.

5	4	3	2	1
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- *Practices discernment and obedience*—Discerns and obeys the leadership of the Holy Spirit; seeks God’s guidance for the direction of the church.

5	4	3	2	1
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- *Practices stewardship*—Gives joyfully and generously of money as well as of time and gifts.

5	4	3	2	1
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PERSONAL CHARACTER (Character)

RESILIENCE—*Handles disappointment and rejection while maintaining effectiveness; recovers easily from adversity; adapts behavior effectively to respond to change; draws on God’s presence to revitalize the spirit.*

Key Actions

- *Maintains enthusiasm after disappointment or rejection*—Does not allow disappointment to be defeating; affirms God’s presence in disappointing circumstances; understands the challenges of transformational leadership; maintains enthusiasm and energy for the work of the Holy Spirit.

5	4	3	2	1
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- *Persists in efforts*—Is driven by the mission of Christ; actively seeks to overcome obstacles; is tenacious; draws on faith and the Christian community to move forward.

5	4	3	2	1
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- *Adjusts behavior*—Does not persist with ineffective behaviors; modifies behavior to effectively and positively deal with challenges.

5	4	3	2	1
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Appendix A—sample performance evaluations for the pastor

INTEGRITY—*Firmly adheres to Christian values*

Key Actions

- *Acts with integrity and authenticity*—Demonstrates honesty, good judgment, and high ethical standards; is transparent in interactions with others and in all church business; acts in a way that is ethical and lawful; demonstrates consistency in actions and words.

5	4	3	2	1
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- *Demonstrates personal courage*—Understands the importance of doing the right thing even when it is not easy or comfortable; accepts the personal consequences of leading people out of familiar habits and toward a new future; makes personal sacrifices while providing transformational leadership.

5	4	3	2	1
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- *Is trustworthy*—Maintains confidentiality; protects the reputations of others; does not disclose or tolerate the disclosure of information inappropriately; honors commitments.

5	4	3	2	1
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- *Maintains appropriate boundaries*—Ensures that personal relationships and time commitments are balanced and appropriate.

5	4	3	2	1
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EMOTIONAL MATURITY—*Demonstrates the ability to understand and manage emotions; possesses a realistic sense of self; knows own heart and spirit; demonstrates maturity.*

Key Actions

- *Demonstrates self-awareness*—Is aware of one's own strengths and weaknesses; recognizes personal emotions and their impact on self and others; draws courage and strength from personal awareness to cultivate awareness in others.

5	4	3	2	1
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- *Acts without defensiveness*—Maintains an objective perspective in difficult situations; does not take personal offense to the comments or actions of others; demonstrates a sense of humor; is able to admit mistakes; empathizes with others; solicits, accepts, and internalizes feedback.

5	4	3	2	1
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TRANSFORMATIONAL LEADERSHIP (Competency)

CULTIVATING A MISSIONAL CULTURE—*Cultivates a congregational culture of faithful mission.*

Key Actions

- *Casts a vision*—Creates an awareness of and commitment to God’s mission for the church; develops an environment of mission and transformation.

5	4	3	2	1
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- *Creates ownership of ministry and discipleship*—Leads the congregation in a commitment to and ownership of the church’s mission; builds leadership in others.

5	4	3	2	1
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- *Demonstrates and encourages outward focus*—Leads the congregation to focus outwardly and to be open to the missional nature of God’s work; encourages focus on the unchurched; seeks ways to welcome new people into the community of Christ.

5	4	3	2	1
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- *Develops and carries out missional strategies*—Initiates plans and strategies for the carrying out of the vision; leads the congregation in carrying out effective missional strategies.

5	4	3	2	1
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- *Instills confidence*—Demonstrates confidence in God’s ability to lead the congregation; instills confidence in others to do God’s will.

5	4	3	2	1
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CARING FOR THE CONGREGATION—*Loves, cares for, and understands the congregation.*

Key Actions

- *Understands the congregation*—Listens to the congregation, inviting diverse perspectives; encourages open communication; seeks God’s will for the congregation; discovers the needs, gifts, goals and visions of the congregation.

5	4	3	2	1
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- *Loves the people of God*—Tends to the needs of the congregation; provides spiritual and emotional support; listens to and prays with those who are troubled or sick; demonstrates patience in guiding the congregation.

5	4	3	2	1
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Appendix A—sample performance evaluations for the pastor

- *Leads the congregation in vibrant worship*—Demonstrates the centrality of Christ in preaching and teaching; invites the people to hear God speaking to them through the Scriptures; creates an environment that nourishes and inspires God’s people.

5	4	3	2	1
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- *Makes disciples*—Helps others to grow as faithful followers of Christ; communicates the stories, vocabulary, and practices of discipleship; inspires and equips others for ministry; encourages others to seek and obey God’s call to discipleship equips others to interpret and apply the Bible to their everyday lives.

RESPONDING TO THE COMMUNITY—*Understands and responds to the culture of the community; presents the unchanging gospel to a changing world; reaches out to the unchurched.*

Key Actions

- *Understands the community*—Seeks to understand and become a part of the community; is sensitive to the needs and gifts of diverse populations; builds relationships with community leaders.

5	4	3	2	1
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- *Responds to the community*—Guides the church to respond to the community with the love and justice of the gospel; uses understanding of the community to influence the church’s approach to ministry; leads the congregation toward an outward focus; effectively uses elements of the culture as a means to lifting up the gospel.

5	4	3	2	1
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- *Reaches the unchurched*—Leads the congregation in reaching the unchurched; focuses outwardly to embrace those who are not yet followers of Jesus Christ; seeks ways to make new disciples for Christ.

5	4	3	2	1
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INITIATE CHANGE—*Drives the change efforts of the church.*

Key Actions

- *Leads change in the congregation*—Leads change in the congregation for the sake of God’s mission; cultivates the imagination, creativity, and gifts of God’s people; helps the congregation to ask imaginative questions about its present and future; cultivates an environment that welcomes change; brings about real change in the congregation’s actions and behaviors.

5	4	3	2	1
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Appendix A—sample performance evaluations for the pastor

- *Understands the process of change*—Understands that transformation creates an environment that may be unstable; embraces the tension caused by change as a necessary part of transformation; is aware of the human emotions related to change and uncertainty; understands and communicates biblical foundations for change.

5	4	3	2	1
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- *Guides change and transition*—Facilitates the change process; overcomes resistance to change by leading the congregation to embrace God’s call; encourages others to embrace rather than fear change so that God’s work through them may have greater impact; provides support, motivation; and strategy to guide the change process.

5	4	3	2	1
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RELATIONSHIP SKILLS (Chemistry)

BUILDING RELATIONSHIPS—*Uses appropriate interpersonal skills to work effectively with others in the church and in the community; interacts with others in a personable, honest, genuine, and collaborative manner; builds coalitions and partnerships to enhance one’s effectiveness as a transformational pastor and to create a missional culture in the church.*

Key Actions

- *Builds relationships based on trust*—Builds effective relationships with other people; is accessible to others; establishes trust with others.

5	4	3	2	1
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- *Gains commitment to shared goals*—Draws the church and the community together to identify common goals; builds coalitions and partnerships to support the mission; builds cohesiveness and gains commitment from others.

5	4	3	2	1
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- *Demonstrates inclusive behavior*—Treats people with dignity, respect, and fairness; demonstrates inclusive behavior; continually examines own biases and behaviors to avoid stereotypes; displays a passion for justice.

5	4	3	2	1
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- *Acknowledges contributions*—Appropriately recognizes the contributions of others; affirms others in a sincere manner; values and publicly affirms the service and stewardship of the congregation.

5	4	3	2	1
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Appendix A—sample performance evaluations for the pastor

RESOLVING CONFLICT—*Keeps Christ and the mission of the church at the forefront when dealing with conflict; seeks reconciliation; helps the congregation effectively move forward in mission.*

Key Actions

- *Recognizes conflict*—Recognizes the presence of conflict at the core of growth and mission; is astute at recognizing the early signs of conflict; explores issues and problems; listens actively; recognizes the growth opportunities inherent in conflict.

5	4	3	2	1
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- *Engages conflict*—Engages conflict to bring about change; helps leaders make effective decisions and move forward in mission; demonstrates courage in engaging conflict for the sake of mission.

5	4	3	2	1
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- *Seeks reconciliation*—Keeps Christ and mission in the forefront when guiding conflict resolution; brings unity out of conflict; models and encourages humility, forgiveness, and love.

5	4	3	2	1
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- *Enlists the help of others*—Seeks outside intervention when appropriate; asks for help in resolving conflict; seeks God’s guidance to effect reconciliation.

5	4	3	2	1
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- *Remains open to all sides*—Objectively views conflict from all sides; listens to all parties; enlists God’s guidance in understanding and resolving the situation; welcomes diverse perspectives; collaboratively develops solutions to ensure the success of Christ’s mission.

5	4	3	2	1
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COMMUNICATING WITH IMPACT (Observable Dimension)—*Expresses thoughts, feelings, mission, and theology effectively in individual and group settings (including nonverbal communication); presents ideas effectively both spontaneously and when given time to prepare; adjusts language and delivery to the characteristics and needs of the audience.*

Key Actions

- *Mechanics and organization*—Uses appropriate grammar and vocabulary; uses words relevant to the message and the intended audience; organizes information in a manner that aids understanding and impact.

5	4	3	2	1
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- *Presentation*—Speaks and writes clearly and understandably without wordiness; uses body language that is consistent with the verbal communication; adjusts to the audience (i.e., small group, large group, one-on-one discussion); delivers God’s message to the community with impact and grace; speaks from the heart.

5	4	3	2	1
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Appendix A—sample performance evaluations for the pastor

- *Listens and understands*—Is present when others speak; understands the need of others to be heard; listens actively and seeks to understand the intent of others; does not make assumptions; is intuitive when listening to others; appears interested, confident, and enthusiastic; maintains professional, calm, and deliberate demeanor.

5	4	3	2	1
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ADMINISTRATIVE SKILLS (Competency)

DECISION MAKING—*Identifies problems; analyzes information to draw conclusions; considers alternatives and risks; makes effective judgments with the involvement of others; accepts responsibility for making effective decisions.*

Key Actions

- *Identifies issues, problems, and opportunities*—Recognizes issues, problems, or opportunities; determines when action is needed; seeks God’s guidance in identifying and resolving problems.

5	4	3	2	1
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- *Gathers and interprets information*—Collects information to better understand problems; integrates information from a variety of sources; sees trends and cause-and-effect relationships.

5	4	3	2	1
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- *Generates alternatives*—Initiates problem resolution; evaluates options by considering implications and consequences; considers alternatives; keeps the church’s mission at the forefront.

5	4	3	2	1
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- *Involves others*—Includes others in the decision-making process; works with others to make the most appropriate decisions and to ensure buy-in and understanding; engages the session, the congregation, and the presbytery as appropriate.

5	4	3	2	1
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- *Commits to appropriate action*—Formulates clear decision criteria; takes risks wisely; chooses effective solutions; makes decisions in a timely manner; takes responsibility for the consequences of one’s decisions; evaluates decision and adjusts behavior as appropriate.

5	4	3	2	1
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Appendix A—sample performance evaluations for the pastor

DELEGATING AND EMPOWERING—*Appropriately transfers responsibility to others; uses the gifts of others effectively; creates a sense of ownership; establishes procedures to monitor results.*

Key Actions

- *Recognizes and employs the gifts of others*—Discerns and cultivates the gifts of others; matches individual gifts with ministry needs and opportunities; appropriately involves others in tasks that serve the mission of the church; works collaboratively.

5	4	3	2	1
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- *Empowers others*—Empowers and challenges individuals and groups; encourages others to accept responsibility; does not demonstrate a need for personal power or recognition; delegates responsibility with clarity about authority and accountability.

5	4	3	2	1
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- *Provides guidance*—Checks for understanding; provides resources and guidance consistent with the specific needs and skills of each individual or group; keeps God’s mission for the church in front of others.

5	4	3	2	1
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- *Follows up*—Follows and supports the efforts of others; acknowledges contributions and celebrates the success of the congregation in conducting Christ’s work in the community.

5	4	3	2	1
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- *Reproduces leadership*—Mentors and disciples leaders so that they, in turn, go on to generate more leaders.

5	4	3	2	1
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PLANNING AND ORGANIZING—*Establishes appropriate procedures to complete work efficiently and effectively*

Key Actions

- *Prioritizes*—Identifies critical activities and assignments; adjusts priorities, securing buy-in from others; seeks God’s direction to guide daily activities; schedules time appropriately.

5	4	3	2	1
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- *Leverages resources*—Identifies resources (people, materials, money) needed; coordinates with internal and external partners; ensures that resources are appropriately assigned.

5	4	3	2	1
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Appendix A—sample performance evaluations for the pastor

- *Maintains focus*—Uses time effectively; prevents irrelevant issues from interfering with task completion; stays focused on the goal of accomplishing Christ’s mission.

5	4	3	2	1
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- *Takes responsibility*—Recognizes the responsibility of the pastor for the day-to-day operation of the church; possesses or acquires the basic business skills and concepts (finance, budgeting, operations, etc.) necessary to ensure that church affairs are managed efficiently and with integrity; interacts purposefully with the session, church committees, and the congregation; attends to the business of the church to ensure its financial and organizational strength and growth.

5	4	3	2	1
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