



The Presbytery of **DONEGAL**

Handbook for Employees



Welcome!

The staff and members of the Presbytery of Donegal welcome you as an employee of the Presbytery of Donegal, member of the Presbyterian Church USA. We are grateful that you will be joining our team and look forward to the ways that your gifts and passions will enrich our ministry in delightful and unexpected ways.

This Employee Handbook is meant to assist Donegal Presbytery in its mission – to give witness “that the good news of the Gospel is that the triune God creates, redeems, sustains, rules, and transforms all things and all people.” (F-1.01) Believing that the “mission of God in Christ gives shape and substance to the life and work of the Church. (F-1.01), this manual gives shape to our common life (always provisionally and always open to ways to reform in faithfulness.)

Much of the mission of the Presbytery of Donegal is coordinated through the presbytery office. The Presbytery of Donegal office is a workplace, which follows personnel policies and procedures. This handbook outlines the practices and regulations in effect in the presbytery.

The Presbytery of Donegal office is also a community as part of the body of Christ. We work together. We play together. We care for one another and share our joys and our sorrows. The presbytery staff dwells in Word and Image together, deepens community, grounds relationships and leadership in prayer and worship, works and plays with creativity and accountability, and exercises the disciplines of a committed learning community. The staff follows the Guiding Principles of the presbytery as the order of our life together. This handbook outlines the shape of our life together.

Welcome, and we look forward to the adventure ahead.

Erin S. Cox-Holmes

Executive Presbyter and Head of Staff



Our Guiding Principles:

GOD'S MISSION

The good news of the Gospel is that the triune God—Father, Son, and Holy Spirit— creates, redeems, sustains, rules, and transforms all things and all people.

This one living God, the Scriptures say, liberated the people of Israel from oppression and covenanted to be their God.

By the power of the Spirit, this one living God is incarnate in Jesus Christ, who came to live in the world, die for the world, and be raised again to new life.

The Gospel of Jesus Christ announces the nearness of God's kingdom, bringing good news to all who are impoverished, sight to all who are blind, freedom to all who are oppressed, and proclaiming the Lord's favor upon all creation.

The mission of God in Christ gives shape and substance to the life and work of the Church. In Christ, the Church participates in God's mission for the transformation of creation and humanity by proclaiming to all people the good news of God's love, offering to all people the grace of God at font and table, and calling all people to discipleship in Christ.

Human beings have no higher goal in life than to glorify and enjoy God now and forever, living in covenant fellowship with God and participating in God's mission.

The Book of Order -- F-1.01

OF THE CHURCH

The catholic or universal church, which is invisible, consists of the whole number of the elect, that have been, are, or shall be gathered into one, under Christ the head thereof; and is the spouse, the body, the fullness of Him that filleth all in all.

The visible Church, which is also catholic or universal under the gospel (not confined to one nation as before under the law), consists of all those throughout the world that profess the true religion, together with their children; and is the Kingdom of the Lord Jesus Christ; the house and family of God, through which men {people} are ordinarily saved and union with which is essential to their best growth and service.

Unto this catholic visible Church, Christ hath given the ministry, oracles, and ordinances of God, for the gathering and perfecting of the saints, in this life, to the end of the world: and doth by his own presence and Spirit, according to his promise, make them effectual thereunto.

Westminster Confession, 6.140-6.0142



God has told you, O mortal, what is good; and what does the Lord require of you but to do justice, and to love mercy, and to walk humbly with your God?

Micah 6:8

As God's chosen ones, holy and beloved, clothe yourselves with compassion, kindness, humility, meekness, and patience. Bear with one another and, if anyone has a complaint against another, forgive each other; just as the Lord has forgiven you, so you also must forgive. Above all, clothe yourselves with love, which binds everything together in perfect harmony. And let the peace of Christ rule in your hearts, to which indeed you were called in the one body. And be thankful. Let the word of Christ dwell in you richly; teach and admonish one another in all wisdom; and with gratitude in your hearts sing psalms, hymns, and spiritual songs to God. And whatever you do, in word or deed, do everything in the name of the Lord Jesus, giving thanks to God the Father through him.

Colossians 3:12-17

We are the church. And we are part of the church. We are bound together. And we are bound to God. We are on a journey together, with God – an adventure to discover more fully and demonstrate more rightly the love, mercy, and holiness of God.

Under Christ our head, we work together to honor the gospel. This means we are in covenant with one another – trusting God, trusting one another, and working together to discern what God wills for us now and in the future.

The mission of God is our mission. And it all begins with how we live out our covenant to bear witness to the grace of God in our life together. These are our values . . .

VALUES

Exalting Jesus Christ

We love God. And we are loved by God. Honoring the commandments of Jesus that we love God and love one another (Matthew 22: 37-40), we will see to love God and one another in all that we do. Put another way – we want to exalt Jesus – to see Jesus honored in what we do, in the ways that we work together, and in the world around us. We will be shaped by Scripture – gathering in Word and image and being formed by the Story that gives life to all our stories.

Creativity

Believing that God joyfully created all that there is (Genesis 1), we value innovation, imagination, joy in our work together, and a sense of play as we discover what God is doing now – so that we can join with God in this amazing work. We will learn constantly. We will find joy in sacred places where God's creation is alive all around us.

Relationships

“The Word became flesh and lived among us.” (John 1:14, NRSV) We value not just the words that we put on this page, but also the relationships that are among us and between us. We



commit ourselves to humility, reconciliation, trust. We will seek to be connected to one another.

Impact

Just as the Holy Spirit blew into and through early believers and the early church saw that “the Lord added to their number those who were being saved,” (Acts 2:47, NRSV) so we too seek and expect God to be at work in and through us. We want to have an impact on the world! We will be engaged with what God is doing. We will find joy in the sacred places in our midst and look for the ways that the Spirit is at work.

Listening

We value listening. We believe that we must be able to repeat back to one another what that person has said – to that person’s satisfaction that he/she has been heard.

Forbearance

We believe that God’s sovereign care of the church and the world means that we “forbear.” We are brothers and sisters in Christ. God is in charge. We will believe the best about one another. And we will look for what God is doing.

Respect

We will respect one another. Believing of each other that the other person is part of God’s church– we will seek to hear what God is saying to and through that person.

Humility

Recognizing our finitude and God’s ongoing work in each of us, we will show humility and entertain the idea that we might be wrong.

(The above four are part of an address delivered by James Calvin Davis to the Presbytery of Donegal on March 16, 2013. It is reprinted here with his permission.)

Addressing Grievance and Seeking Reconciliation

We value admitting directly to each other when we are bearing grievance, being transparent in conflict, and together seeking the reconciling grace of our Lord Jesus Christ. Our discipleship calls us to have direct conversations with each other when there is offense or concern, rather than letting the “root of bitterness” fester and grow. We will express our concerns to one another, rather than about one another. We value seeking the help of third party guides when this would help to resolve conflict and disaffection. We value the necessity in our life together of confession of our share of responsibility in sin and disaffection, of repentance, and of making amends when offense has been given or received.

Witness before the world

We value our witness before the world. The way that we treat one another, the way that we speak of one another, and the way that we speak to the world.



Not bearing false witness before the world or against one another

The seventh commandment calls to tell the truth. The ninth commandment calls us not to bear false witness against our neighbor. Therefore, we will seek to be truthful about what we say about ourselves, about others, about the denomination – being especially mindful to be truthful about what others believe and say in matters of faith. We will hold ourselves to questions 143, 144, and 145 of the Westminster Confession as our core principles for how we speak of one another.



Table of Contents

Welcome	1
Table of Contents	6
The Purpose of this Handbook.....	8
Purpose of the Policies and Procedures	9
General Employment Practices.....	10
Non-Discrimination and Anti-Harassment Policy	11
Sexual Harassment.....	11
Harassment	12
Whistleblower Policy	12
Presbytery Employment Policies	14
Introductory Period.....	14
Recording of Time	16
Pay Periods.....	17
Attendance/Tardiness.....	17
Professional Development and Evaluation	18
Staff Meetings.....	20
Addressing Concerns.....	21
Personnel Records	23
Personnel Records Retention and Destruction Procedure	23
On the Job Policies	24
Accidents and Emergencies	29
Solicitations, Distributions, and Use of Bulletin Boards.....	30
Email and Internet Policy	31
Social Media Policy	35
Media Policy.....	36
Employer Information and Property.....	36
Internal Investigations and Searches	38
Reference Checks.....	38
Recording Policy.....	39
Loans and Advances.....	39
Inclement Weather	39



Employee Parking	39
Employee Travel and Reimbursement.....	40
Benefits	41
Insurance and Pension.....	42
Continuation of Health Care Coverage (mini-COBRA)	42
Workers' Compensation Benefits	44
Paid Time Off/ Annual Leave for Employees	44
Holidays.....	45
Short-Term Disability	46
Bereavement Leave	47
Jury Duty	48
Leaving the Presbytery of Donegal.....	49
Teaching Elders With Called Positions.....	49
Resignation	49
Dismissals.....	49
Discipline Other than Immediate Termination.....	50
Post Resignation/Termination Procedures.....	51
RECEIPT OF EMPLOYEE HANDBOOK	52



The Purpose of this Handbook

This handbook is a compendium of presbytery policies and procedures. Either before a new employee begins employment, or during the first week of employment, an orientation will be conducted on presbytery policies and procedures.

These policies and practices are designed to be consistent with all applicable provisions of the Book of Order of the Presbyterian Church (U.S.A.) All employees are to read, review, and retain this employee handbook. Questions should be addressed to the Executive Presbyter and/or the Chair of the Administration Committee.

The Administration Committee responds to the changing needs of staff and the workplace by reviewing this handbook and may update it when necessary. Staff will be provided with the most current version of the handbook whenever there is an update, and will be required to verify receipt.

This handbook is not intended to constitute a contract of employment or a guarantee of the benefits or policies stated in it. The Presbytery may unilaterally revoke this handbook at any time for any reason.

Pennsylvania is an at-will employment state. No individual employed by the Presbytery has the authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to at-will employment.



Purpose of the Policies and Procedures

Is it not true that the One who climbed up also climbed down, down to the valley of earth? And the One who climbed down is the One who climbed back up, up to highest heaven. He handed out gifts above and below, filled heaven with his gifts, filled earth with his gifts. He handed out gifts of apostle, prophet, evangelist, and pastor-teacher to train Christ's followers in skilled servant work, working within Christ's body, the church, until we're all moving rhythmically and easily with each other, efficient and graceful in response to God's Son, fully mature adults, fully developed within and without, fully alive like Christ.

Ephesians 4:9-13 (The Message)

The purpose of this manual is to establish and maintain a uniform system for managing personnel matters, to comply with employment laws, and to provide for the standard terms and conditions of employment with the Presbytery of Donegal, in a clear and comprehensive fashion. The goal is to maximize the efficiency and orderliness of operations of the presbytery as an embodiment of this signature passage from Ephesians.

The presbytery recognizes that staff members differ in their skills, goals, and values. Conditions may arise that are not addressed in the employment handbook.

The Presbytery of Donegal has the right to employ the most highly qualified individuals available. Continuation of employment is based on the need for work to be performed, availability of revenue, faithful and effective performance, proper personal conduct, and continuing fit between person and position of employees. All employees are terminable at will, unless otherwise specified in writing as a prescribed employment term.

Teaching Elders and other Elected Staff whose position has been approved as a Call through the COM Call process may have written Terms of Call with the Presbytery, which may fall outside the employment-at-will doctrine. In these instances, the Terms of Call may prevail.



General Employment Practices

Equal Employment Opportunity/ Non-Discrimination/Anti-Harassment Statement

The Presbytery of Donegal provides equal employment opportunities (EEO) to all employees and applicants for employment without regard to race, color, gender, national origin, age, disability, genetic information, marital status, amnesty or status as a covered veteran in accordance with applicable federal, state and local laws. As a religious organization, The Presbytery of Donegal is permitted to give employment preference to individuals that adhere to our stated beliefs.

The Presbytery of Donegal complies with applicable state and local laws governing nondiscrimination in employment in the location in which the church is located. This policy applies to all terms and conditions of employment, including hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation and training. Further, it is the policy of the Presbytery to administer all employment policies without discrimination and in compliance with the Book of Order (F-1.0403; G-3.0103)

The Presbytery of Donegal expressly prohibits any form of unlawful employee harassment based on race, color, religion, gender, national origin, age, disability or veteran status. Improper interference with the ability of The Presbytery of Donegal employees to perform their expected job duties is absolutely not tolerated.

Anyone found to be engaging in any type of unlawful discrimination or harassment will be subject to disciplinary action, up to and including termination of employment. Discrimination and/or harassment in any form is not tolerated.

Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA)

The Americans with Disabilities Act (ADA) and the Americans with Disabilities Act Amendments Act, known as the ADAAA, are federal laws that prohibit employers with 15 or more employees from discriminating against applicants and individuals with disabilities. The Act, when needed provides for the right to reasonable accommodations for applicants and employees who are qualified for a job, with or without reasonable accommodations, so that they may perform the essential job duties of the position.



It is the policy of The Presbytery of Donegal to comply with all federal and state laws concerning the employment of persons with disabilities and to act in accordance with regulations and guidance issued by the Equal Employment Opportunity Commission (EEOC). Furthermore, it is our policy not to discriminate against qualified individuals with disabilities in regard to application procedures, hiring, advancement, discharge, compensation, training or other terms, conditions and privileges of employment.

If an employee should need a reasonable accommodation, or has any questions concerning the policy, contact the Executive Presbyter or Chair of the Administration Committee.

Non-Discrimination and Anti-Harassment Policy

The Presbytery of Donegal commits itself to maintain a work environment in which all individuals are treated with respect and dignity. Each individual has the right to work in a professional atmosphere that promotes equal employment opportunities and prohibits discriminatory practices, including harassment. Therefore, the Presbytery of Donegal expects that all relationships among persons in the workplace will be free of bias, prejudice and harassment.

Sexual Harassment

It is Presbytery policy to comply with federal and state laws which prohibit sexual harassment and to maintain a work environment free from harassment, intimidation, or coercion. Sexual harassment will not be tolerated and will result in disciplinary action up to and including termination.

All employees, as a prerequisite for beginning employment within the Presbytery of Donegal, will be required to sign a statement acknowledging receipt of the Presbytery Sexual Misconduct and Prevention Policy, and acknowledging responsibility to comply with it.

All Presbytery officers and Presbytery staff will be required to participate in regular Presbytery training for the prevention of sexual misconduct and the maintenance of healthy boundaries. This requirement must be satisfied by attendance at a Presbytery of Donegal training event within one year of beginning a staff position. A certificate of attendance will be provided at the conclusion of the training event. The certification must be renewed every three years.

Sexual harassment constitutes discrimination and is illegal under federal, state, and local laws. For the purposes of this policy, sexual harassment is defined, as in the Equal Employment Opportunity Commission guidelines, as unwelcome sexual advances, requests for sexual favors



and other verbal or physical conduct of a sexual nature when, for example: (i) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; (ii) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual; or (iii) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive working environment.

Any employee feels that he or she has been subjected to any type of harassment should report the incident to the Executive Presbyter or Chair of the Administration Committee. Any allegation of sexual misconduct will be responded to following the procedures in the Presbytery Sexual Misconduct and Prevention Policy.

Harassment

Harassment on the basis of any other protected characteristic is also strictly prohibited. Under this policy, harassment is verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his/her race, color, religion, national origin, age, disability, veteran status, or any other characteristic protected by law or that of his/her relatives, friends or associates, and that: (i) has the purpose or effect of creating an intimidating, hostile or offensive work environment; (ii) has the purpose or effect of unreasonably interfering with an individual's work performance; or (iii) otherwise adversely affects an individual's employment opportunities.

Whistleblower Policy

A whistleblower as defined by this policy is an employee of the Presbytery of Donegal, who reports an activity that he/she considers to be illegal or dishonest to one or more of the parties specified in this Policy. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; appropriate management officials are charged with these responsibilities.

Examples of illegal or dishonest activities are violations of federal, state, or local laws; billing for services not performed; and other fraudulent financial reporting.

If an employee knows of illegal or dishonest fraudulent activity, the employee is to contact the Executive Presbyter or Chair of the Administration Committee. The employee must exercise



sound judgment to avoid baseless allegations. An employee who intentionally files a false report of wrongdoing is subject to disciplinary action up to and including termination.

Whistleblower protections are provided in two important areas – confidentiality and protection against retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, identity may need to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense. The Presbytery will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments and threats of physical harm. Any whistleblower who believes he/she is being retaliated against must contact the Executive Presbyter and/or the Chair of the Administration Committee immediately. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

All reports of illegal and dishonest activities should be promptly submitted to the Executive Presbyter and/or the Chair of Administration Committee of the Presbytery of Donegal who is responsible for investigating and coordinating corrective action.



Presbytery Employment Policies

Introductory Period

Every new employee goes through an initial period of orientation in order to learn about the Presbytery and about his/her job.

Additionally, the initial employment period gives the staff member's supervisor a reasonable period of time to evaluate his/her performance. The initial employment period is ninety (90) days. The Presbytery may extend the probationary period beyond ninety (90) days, if circumstances warrant such extension.

During this time, the new staff member will be provided with training and guidance from his/her supervisor. He/she may be discharged at any time during this period if his/her supervisor, in consultation with the Executive Presbyter and Chair of the Administration Committee, concludes that he/she is not progressing or performing satisfactorily. Additionally, as is true at all times during an employee's employment with the presbytery, employment is not for any specific time and may be terminated at will, with or without cause and without prior notice.

By the end of the introductory period, the immediate supervisor, the Executive Presbyter and the Chair of the Administration Committee will decide whether there is a fit between the employee and the position, and if the job performance is "satisfactory." The result of this review will be shared with the employee, who may then continue as an at-will employee.

When it is determined that employment will continue beyond the introductory period, a Coaching and Equipping Team will be established for the team member. At the first meeting, there will be a review of the initial job performance and the establishment of the first cycle of goals and action plans.

Any provided benefits will commence upon the day that employment begins at the start of the introductory period. Paid time off will begin to accrue on the first day of employment. Normally, no paid time off will be taken during the introductory period. Reasonable exceptions may be granted in negotiation with the supervisor and the Executive Presbyter.



Classification of Employees

Based on the conditions of employment, staff members of the Presbytery of Donegal fall into the following categories:

- Teaching Elders in Called Positions
- Full-Time Staff
- Part-Time Staff
- Temporary or Seasonal Staff

Teaching Elders in Called Positions

Teaching Elders in called positions are those whose position with the Presbytery has been approved as a call. The compensation, benefits, and vacation and study leave arrangements are subject to oversight by the Connecting Our Ministry Committee in accordance with presbytery compensation policies for called teaching elders.

In some instances, the presbytery may enter a shared call arrangement with a congregation of the presbytery for the shared employment of a teaching elder.

Full-Time Staff

An employee who works the standard minimum working hours of the Presbytery each week (for these purposes, 7 hours per day, 5 days per week). Employer-paid employee benefits are provided to this classification of employees. This classification includes lay employees who have been elected to their positions, such as Executive Presbyter or Stated Clerk.

Exempt Employees

- Exempt employees are classified as such if their job duties are exempt from the overtime provisions of the Federal and State Wage and Hour Laws. Exempt employees are not eligible for overtime pay. These employees' salaries are calculated on a weekly basis.
- The Presbytery of Donegal may require that an exempt employee make up work time lost due to personal absences of less than one day.
- Expectations for work schedules during normal business hours and when work duties demand other schedules will be established with each employee in consultation with their Coaching /Equipping Team.



Non-Exempt Employees

- Non-Exempt employees receive overtime pay in accordance with the overtime policy.
- Salaries are calculated on an hourly basis.

Part-Time

Part-time employees are classified as exempt or non-exempt and work a regular schedule of less than 35 hours per week. Benefits are not provided, unless specified in the offer of employment.

Temporary or Seasonal

Temporary employees work on an hourly basis in conjunction with a particular project. Seasonal employees are hired to work at Camp Donegal on an hourly or weekly basis. Positions within Camp Donegal are generally exempt due to the seasonal and recreational exemption.

Overtime

Non-exempt full-time employees are eligible for additional pay for work performed beyond their regularly scheduled 40 weekly hours, with a one hour lunch period each day. If overtime is required, non-exempt employees will be paid at the rate of one and one-half times (1 ½) times their hourly rate for hours worked in excess of forty (40). All overtime must be approved by the supervisor prior to working the time.

Exempt employees are not eligible for overtime pay.

Hours paid for vacation, holiday, sick/personal days, jury duty, funeral, or other time-off pay will not be considered hours worked for the purpose of computing overtime payments.

Recording of Time

All non-exempt employees must record the time they arrived/departed each day, by completing a time record which accurately reflects their actual hours worked and time off. Each employee is responsible only for his/her own recordkeeping.

Non-exempt employees must calculate their overtime on a weekly basis (see overtime section for further explanation). Employees with overtime entries that do not have prior approval will be subject to disciplinary action.

In addition, employees are required to keep track of hours worked on various projects assigned to them if requested by their supervisor.

All employees are expected to keep an accurate weekly project management tracker, listing plans and accomplishment of projects, and the number of hours worked.



Pay Periods

All employees are paid on a bi-weekly basis, beginning Saturday and concluding the second Friday. Checks will be distributed to employees every other Friday. The preferred method of paycheck distribution is by direct deposit into the employee's banking account.

The amount of Federal withholding is affected by the number of exemptions claimed on Form W-4, Employee's Withholding Allowance Certificate. If an employee's marital status changes or the number of exemptions previously claimed increases or decreases, a new Form W-4 must be submitted to the Business Administrator.

Attendance/Tardiness

Upon accepting employment with The Presbytery of Donegal, an employee assumes the personal responsibility of being at work as scheduled. Chronic absenteeism or tardiness will be referred to the Coaching/Equipping Team to be addressed.

Staff should notify their supervisor and co-workers as appropriate when they are ill and unable to come to work. Arrangements to work at home are acceptable when this can be arranged and approved by the supervisor.

Provisions for serious injury or illness will be addressed on a case-by-case basis. If a medical leave of absence is granted, a doctor's release will be required to resume normal work activities.

Employees who do not report for work when scheduled, neglect to contact their supervisor, or fail to respond to contact by supervisor for three (3) consecutive days will be presumed to have resigned (voluntary separation) and may be removed from payroll.

COACHING/EQUIPPING PROCESS FOR STAFF MEMBERS

Process for Professional Development and Evaluation of Staff Members

The Presbytery of Donegal is committed to the development of healthy, resilient, productive staff and pastors.

Kennon Callahan points out in his book, *Effective Church Leadership: Building on Twelve Keys* (Jossey-Bass, 1997, p. 192):

“The purpose of evaluation is not simply evaluation. The central purpose of evaluation, in any vocation, is to grow forward the capacity for self-evaluation...Evaluation consists of two aspects: self-evaluation and consultation... Self-evaluation is rigorous and thoughtful, honest and intense, specific and constructive. Honest self-evaluation is not sentimental or platitudinous. It is not ego inflation, not ‘what a good boy am I.’ Thoughtful self-evaluation is not an exercise in self-flagellation, self-deprecation, defeatism, or ego deflation. Self-evaluation is a realistic assessment of one’s own current competencies.”

In order to retain a highly qualified and competent work force the Presbytery of Donegal has instituted a professional development program entitled Coaching/Equipping Teams to support employees in their work performance, to provide nurture, and to address employment concerns through implementation of the following process. (See Appendix A for entire policy)

1. **ESTABLISHMENT OF COACHING/EVALUATION TEAMS:** Staff members of the Presbytery of Donegal will have a 3-5 person team for coaching/consultation and evaluation.
2. **WORK PLAN:** Before the beginning of each goal cycle (January to June and June to December), each staff member will:
 - Review the previous work plan and recommendations of the C/E Team
 - Choose two to four key, major objectives to accomplish during the year.
 - Choose one or two specific competencies to develop during the year.
 - Choose one or two life-skills to enhance during the year.
 - Develop an action plan 4 – 6 strategies for accomplishing each objective, competency, life skill enhancement.
 - Identify any remedial goals to focus job performance and accountability where goals have not been met or performance factors need to be improved in a structured and documented process.
3. **Meeting of the Coaching/Equipping Team:** The team will meet quarterly with the employee to evaluate how progress is being made on goals. This meeting will result in a written progress report. Each meeting will include:
 - Begin with a time of Dwelling in the Word and prayer.
 - Orientation to the C/E Process as needed



- Celebrate the gifts of the staff member given in faithful service, express gratitude for work that has been accomplished and goals that have been met.
 - Listen to the staff member for what is life-giving and life-draining about the work of the staff member.
 - Review of the position description for accuracy and identification of any needed updates.
 - Review of the staff member's fulfillment of the position description, including the performance factors common to all staff members.
 - Review of the work plan of the staff member for the cycle that is completing.
 - Identify challenges, frustrations, and parts of the work plan that have not been fulfilled, including whether to carry goals forward, or to develop a different approach.
 - Review the new work plan for the coming cycle.
 - Review compensation
 - Assign any remedial goals to focus job performance and accountability where goals have not been met or performance factors need to be improved in a structured and documented process.
 - Review of continuing education plans, if continuing education funds are part of the compensation package.
 - Review of plan for paid time off
 - Consideration of assignment and/or fulfillment of remedial goals when needed.
 - Recommendations for any further actions in accordance with the Employee Handbook
 - Schedule the next meeting of the C/E team (at least two per year).
 - Plan for any needed documentation resulting from the C/E Team meeting.
4. **C/E TEAM PROCESS TRACKER:** Each staff member is responsible to monitor their Work Plan Smartsheet, and keep it updated on a regular basis. In addition, each staff member is responsible for maintaining their C/E Process Tracker. Staff members are responsible to meet all deadlines in the C/E process as part of maintaining satisfactory job performance.
5. **REGULAR CHECK-INS WITH STAFF MEMBERS:** All staff members attend meetings of the Leader Team and at least one additional staff meeting per month. The Executive Presbyter, Executive Administrative Assistant, Business Administrator, and Stated Clerk meet weekly, and all staff are invited to attend these meetings. Each meeting allows time for staff to be supported in their work, to seek feedback from other staff members and to brainstorm new solutions.
- The Executive Presbyter as Head of Staff touches base with each staff member on at least a bi-weekly basis. The captain of the C/E Team touches base with the staff member on a monthly basis.
6. **ANNUAL REPORT:** An annual written report will be submitted to the Administration Department summarizing goal accomplishment and next steps.

Performance Factors

All employees are expected to demonstrate these performance factors as the normative basis for employment. Coaching/Equipping Teams will evaluate with the employee their compliance



with these performance factors to commend excellence and to create plans for improvement when indicated.

- **Professional Conduct:** Treats others with respect and dignity; demonstrates Donegal Presbytery's mission and values; possesses knowledge of the Presbytery's services and programs; maintains a positive attitude in the workplace.
- **Personal Management:** Fosters an environment that "puts people first;" maintains composure in stressful situations; manages time and maximizes own productivity; conducts work activities in a fiscally responsible manner and cooperates with others including, co-workers, pastors, Presbytery members, and the greater church.
- **Day-to-Day Operations:** Meets deadlines; submits paperwork in a timely fashion; ensures accurate documentation and work results; adapts to unexpected events and circumstances; protects confidentiality; demonstrates organizational and prioritization abilities; demonstrates a commitment to excellence through quality improvement.
- **Communication:** Provides meaningful oral and written communications in a respectful manner; relates to others with respect; demonstrates compassion and sensitivity; fosters cooperation and contributes to a climate of trust in the workplace; maintains professional interactions with co-workers.
- **Relational Expertise and Teamwork:** Values diversity; exhibits respect and dignity when working with others; provides real-time and regular feedback; establishes and communicates expectations; cooperatively and constructively resolve problems and disputes; works to build own strengths and supports others in their development, commitment to resolution of performance deficiencies; patience and acceptance of others; recognizes the contribution of others.

STAFF DEVELOPMENT

Staff Meetings

The staff of the presbytery of Donegal meets on a regular basis, generally weekly, for a two-three hour period, or as called by the Executive Presbyter. Each meeting includes time for Dwelling in Image and Word and prayer. The meetings include time for building community and relationships. The agenda for maintaining work flow and for communication of ideas, concerns and plans is built collaboratively. Agenda items may be submitted to the Executive Presbyter or the Executive Administrative Assistant. Staff members are expected to attend staff meetings, except when excused by the Executive Presbyter, with as much advance notice as possible.



Staff members may be excused from the time for spiritual development upon request to the Executive Presbyter.

Addressing Concerns Between Staff Members

On any staff, in any workplace, and in any community, concerns arise. The Guiding Principles of the Presbytery of Donegal guide the staff in expressing and receiving concerns in a spirit of humility, forbearance, listening, and respect. Concerns should be expressed directly and forthrightly. All staff members will receive an orientation to how concerns and conflict are handled in the presbytery, which will include the Guiding Principles, reading the book *Crucial Conversations*, and any other materials as might be introduced. These practices are reviewed regularly as part of the life of the staff together.

Suggestions to Improve Process

Any staff member may suggest ways to improve process in the life of the Presbytery of Donegal. Generally, the best way to initially make a suggestion is to place it on the agenda of the staff meeting, or the Leader Team meetings. Suggestions specific to the work of a committee or group of the presbytery may be made directly to the committee, with the Executive Presbyter notified of all suggestions.

Concerns about the Work Performance of a Staff Member Colleague

In many cases, the best way to raise an issue of work performance is directly with the staff member colleague. In some cases, the avenue to express concern might be to raise the issue with the supervisor or the Executive Presbyter or the Chair of the Administration Committee. Depending upon the situation, the matter might then proceed to a collaborative discussion among involved staff members, or be referred to the person's C/E Team to address.

Personal Concerns and Conflicts Between Staff Members

When there is a rupture in relationship between staff members, the first approach should be direct conversation between the affected parties. If a mediating person is needed, another member of the staff, the Leader Team or a Coaching/Equipping Team member may be asked to help facilitate conversation. If a staff member finds themselves complaining about another staff member, rather than speaking to the other person directly, those receiving the complaint should encourage direct conversation rather than encourage the complaint.

Concerns About a Supervisor

When a staff member has a concern with a supervisor, with the Executive Presbyter or with the Stated Clerk, then the staff member is encouraged to share the concern directly with the supervisor. If the staff member is not comfortable doing so, then the chair of the Administration Committee may be informed, who will make arrangements to address the issue in a manner that feels safe to the employee with the concern, and also will encourage direct expression of concern.



Personnel Records

The Presbytery of Donegal strives to maintain complete and accurate personnel records as required by law, as well as for the mutual benefit of our employees and the presbytery. The personnel file includes the employee's job application, resume, records of training, documentation of performance appraisals, salary increases, and other employment records. Employees should inform the Presbytery immediately of any change of name, address, marital status, and/or number of dependents.

A permanent confidential file on each employee is maintained in the presbytery's office. Disclosure of the contents of a staff member's personnel file will not be released unless the presbytery is required by legal process to divulge any of the contents of the personnel file or the staff member consents in writing. Upon termination, the presbytery reserves the right to give the standard employment reference, verifying employment dates and position, upon the request of a prospective new employer.

Employees who wish to review their personnel file may request to do so in writing in advance. A meeting will be set up for to review the file in the presence of the Executive Presbyter or Chair of the Administration Committee.

Personnel Records Retention and Destruction Procedure

The Presbytery of Donegal retains and destroys personnel records in accordance with organization policies on Business Records Retention and federal and state laws governing records retention.



On the Job Policies

Workplace Safety

Drug-Free Workplace

The Presbytery of Donegal has a longstanding commitment to provide a safe and productive work environment. Alcohol and drug abuse pose a threat to the health and safety of employees and to the security of our equipment and facilities. For these reasons, The Presbytery of Donegal is committed to the elimination of drug and/or alcohol use and abuse in the workplace.

This policy outlines the practice and procedure designed to correct instances of identified alcohol and/or drug use in the workplace. This policy applies to all employees and all applicants for employment of the Presbytery of Donegal. The Executive Presbyter and the Chair of the Administration Committee is responsible for policy administration.

- I. Employee Assistance and Drug-Free Awareness
 - A. Illegal drug use and alcohol misuse have a number of adverse spiritual, health and safety consequences. Information about those consequences and sources of help for drug/alcohol problems is available from the Executive Presbyter and the Chair of the Administration Committee with referrals to assist employees with drug/alcohol problems.
 - B. The Presbytery of Donegal will assist and support employees who voluntarily seek help for such problems before becoming subject to discipline and/or termination under this or other policies.
 - C. Employees should report to work fit for duty and free of any adverse effects of illegal drugs or alcohol. This policy does not prohibit employees from the lawful use and possession of prescribed medications. Employees must disclose any work restrictions to their supervisor.
- II. The following work rules apply to all employees:
 - A. Whenever employees are working, are operating any company vehicle, are present on company premises, or are conducting related work off-site, they are prohibited from:
 - o Using, possessing, buying, selling, manufacturing or dispensing an illegal drug (to include possession of drug paraphernalia).
 - o Being under the influence of alcohol or an illegal drug as defined in this policy.



- B. The presence of any detectable amount of any illegal drug or illegal controlled substance in an employee's body while performing company business or while in a company facility is prohibited.
- C. The Presbytery of Donegal will not allow any employee to perform their duties while taking prescribed drugs that are adversely affecting the employee's ability to safely and effectively perform their job duties. Employees taking a prescribed medication must carry it in the container labeled by a licensed pharmacist or be prepared to produce it if asked.
- D. Any illegal drugs or drug paraphernalia will be turned over to an appropriate law enforcement agency and may result in criminal prosecution.
- E. The Presbytery retains the right to require the following tests:
 - Reasonable suspicion: Employees are subject to testing based on observations by a supervisor of apparent workplace use, possession or impairment.
 - Post-accident: Employees are subject to testing when they cause or contribute to accidents that seriously damage a company vehicle, machinery, equipment or property and/or result in an injury to themselves or another employee requiring off-site medical attention.
 - Follow-up: Employees who have tested positive, or otherwise violated this policy, are subject to discipline up to and including discharge.

III. Consequences

- A. Employees who refuse to cooperate in required tests or who use, possess, buy, sell, manufacture or dispense an illegal drug in violation of this policy will be terminated.
- B. The first time an employee tests positive for alcohol or illegal drug use under this policy, the result will be discipline up to and including discharge.
- C. Employees will be paid for time spent in alcohol/drug testing and then suspended pending the results of the drug/alcohol test. After the results of the test are received, a date/time will be scheduled to discuss the results of the test; this meeting will include the Executive Presbyter and Chair of the Administration Committee. Should the results prove to be negative, the employee will receive back pay for the times/days of suspension.



- IV. Confidentiality
Information and records relating to positive test results, drug and alcohol dependencies and legitimate medical explanations provided to the Executive Presbyter shall be kept confidential to the extent required by law and maintained in secure files separate from normal personnel files.
- V. Inspections
The Presbytery of Donegal reserves the right to inspect all portions of its premises for drugs, alcohol or other contraband. All employees, contract employees and visitors may be asked to cooperate in inspections of their persons, work areas and property that might conceal a drug, alcohol or other contraband. Employees who possess such contraband or refuse to cooperate in such inspections are subject to appropriate discipline up to and including discharge.
- VI. Crimes Involving Drugs
The Presbytery of Donegal prohibits all employees from manufacturing, distributing, dispensing, possessing or using an illegal drug in or on church premises or while conducting church business. Employees are also prohibited from misusing legally prescribed or over-the-counter (OTC) drugs. Law enforcement personnel shall be notified, as appropriate, when criminal activity is suspected.

Smoke-Free Workplace

It is the policy of the Presbytery of Donegal to prohibit smoking on all Presbytery premises in order to provide and maintain a safe and healthy work environment for all employees. The law defines smoking as the "act of lighting, smoking or carrying a lighted or smoldering cigar, cigarette, e-cigarette, vapor cigarette or pipe of any kind."

- I. The smoke-free workplace policy applies to:
 - A. All areas of presbytery buildings.
 - B. All church-sponsored off-site conferences and meetings.
 - C. All vehicles owned or leased by the Presbytery.
 - D. All members of the congregations and visitors to the Presbytery premises.
 - E. All contractors and consultants and/or their employees working on the Presbytery premises.
 - F. All employees, temporary/seasonal employees and student interns.



- II. Employees who violate the smoking policy will be subject to disciplinary action up to and including immediate discharge.

Bullying in the Workplace

The Presbytery of Donegal defines bullying as “repeated inappropriate behavior, either direct or indirect, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the place of work and/or in the course of employment.”

The purpose of this policy is to communicate to all employees, including ministry staff and pastors, that the church will not tolerate bullying behavior. Employees found in violation of this policy will be disciplined up to and including termination.

Bullying may be intentional or unintentional. However, it must be noted that where an allegation of bullying is made, the intention of the alleged bully is irrelevant and will not be given consideration when meting out discipline. As in sexual harassment, it is the effect of the behavior upon the individual that is important. The Presbytery of Donegal considers the following types of behavior examples of bullying:

- A. **Verbal bullying**: Slandering, ridiculing or maligning a person or his/her family; persistent name calling that is hurtful, insulting or humiliating; using a person as the butt of jokes; abusive and offensive remarks.
- B. **Physical bullying**: Pushing, shoving, kicking, poking, tripping, assault or threat of physical assault; damage to a person’s work area or property.
- C. **Gesture bullying**: Nonverbal threatening gestures or glances that convey threatening messages.
- D. **Exclusion bullying**: Socially or physically excluding or disregarding a person in work-related activities.

Violence in the Workplace

- I. All employees, members of the congregation, vendors and business associates must be treated with courtesy and respect at all times. Employees are expected to refrain from conduct that may be dangerous to others.
- II. Conduct that threatens, intimidates or coerces another employee, church member, vendor or business associate will not be tolerated. The Presbytery of Donegal’s telephones,



computers, etc., may not be used to threaten, stalk or harass anyone at the workplace or outside the workplace. The Presbytery of Donegal treats threats coming from an abusive personal relationship as it does other forms of violence.

- III. Indirect or direct threats of violence, incidents of actual violence and suspicious individuals or activities should be reported as soon as possible to a supervisor, security personnel, or Executive Presbyter or the Chair of the Administration Committee. When reporting a threat or incident of violence, the employee should be as specific and detailed as possible. Employees should not place themselves in peril; nor should they attempt to intercede during an incident.
- IV. Employees should promptly inform the Executive Presbyter or the Chair of the Administration Committee of any protective or restraining order that they have obtained that lists the workplace as a protected area.
- V. The Presbytery of Donegal will promptly and thoroughly investigate all reports of threats of violence or incidents of actual violence and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as possible. In order to maintain workplace safety and the integrity of its investigation, The Presbytery of Donegal may suspend employees suspected of workplace violence or threats of violence, either with or without pay, pending investigation.
- VI. Anyone found to be responsible for threats of or actual violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action up to and including termination of employment.
- VII. The Presbytery of Donegal encourages employees to bring their disputes to the attention of their supervisor, Executive Presbyter or Chair of the Administration Committee before the situation escalates.

Safety in the Workplace

- I. It is the responsibility of each employee to conduct all tasks in a safe and efficient manner complying with all local, state and federal safety and health regulations and program standards, and with any special safety concerns for use in a particular area.
- II. Although most safety regulations are consistent throughout each area of The Presbytery of Donegal's facility, each employee has the responsibility to identify and familiarize her/himself with the emergency plan for his/her working area. Each facility area shall have posted an emergency plan detailing procedures in handling emergencies such as fire, weather-related events and medical crises.



- III. It is the responsibility of the employee to complete an Employee Incident Report for each safety and health infraction that occurs by an employee or that the employee witnesses. Failure to report such an infraction may result in employee disciplinary action, including termination.
- IV. Furthermore, management requires that every person in the organization assumes the responsibility of individual and organizational safety. Failure to follow Presbytery safety and health guidelines or engaging in conduct that places the employee, or Presbytery property at risk can lead to employee disciplinary action and/or termination.
- V. The Executive Presbyter and/or Chair of Administration Committee shall have the responsibility to develop and the authority to implement the safety and health program in the interest of a safer work environment.

Hours of Operation for the Presbytery Office

In order to better ensure workplace safety, the working hours of the Presbytery of Donegal will be between 8:00 am and 6:00 p.m. Any access to the office other than during those times must be on the calendar for a meeting, or special event, or must be approved by the Executive Presbyter. The exception to this is permission for the Camp Director to pick up or leave materials related to the business of the camp and the presbytery.

Accidents and Emergencies

Maintaining a safe work environment requires the continuous cooperation of all staff members. The presbytery strongly encourages employees to communicate with fellow staff members and their supervisor regarding safety issues.

All employees will be provided care, first-aid and emergency service, as required, for injuries or illnesses while on The Presbytery of Donegal premises. Employees should use common sense in seeking emergency assistance, including notifying available co-workers and/or 911.

Any on-the-job injury must be reported to the Executive Presbyter and the Business Administrator within twenty-four (24) hours.

Failure to report accidents is a serious matter as it may preclude an employee's coverage under Worker's Compensation Insurance.



Solicitations, Distributions, and Use of Bulletin Boards

Employees are expected to be sensitive to the reality that employees have school fundraising activities or other fundraising opportunities for very good causes. Employees are free to make available whatever fundraising opportunities exist, and employees are also free to choose not to purchase anything. This is an area for grace, humor, and tolerance. This same flexibility extends to others in the Presbytery who may be on the premises for meetings.

All employees hold religious and political affiliations and opinions that are deeply personal. Employees are expected to refrain from comments that might offend, and to have direct conversations if sensitivities have been offended.

Persons not employed by the Presbytery of Donegal or a member of the Presbytery of Donegal may not solicit employees for any purposes on presbytery premises.

Bulletin Boards

Bulletin boards maintained by the Presbytery of Donegal are to be used only for posting or distributing material of the following nature:

- Notices containing matters directly concerning presbytery business; and
- Announcements of a business nature which are equally applicable and of interest to employees.

All posted material must have authorization from the Executive Administrative Assistant. All employees are expected to check these bulletin boards periodically for new and/or updated information and to follow the rules set forth in all posted notices. Employees are not to remove material from the bulletin boards.



Email and Internet Policy

Every Presbytery of Donegal employee is provided access to an electronic mail (E-mail) system and the Internet. The email address(es) which will be used will be decided on an individual bases.

These resources have been provided by the Presbytery for use in conducting Presbytery business. All communications and information transmitted by, received from, or stored in this system are presbytery records and property of the Presbytery of Donegal. These files are subject to the ecclesiastical discovery process.

1. Employees have no right of personal privacy in any matter stored in, created, received, or sent over the Presbytery of Donegal's E-mail system or internet. Even if employees use a password to access E-mail system or internet, the confidentiality of any message or file stored in, created, received, or sent from the Presbytery of Donegal E-mail system or Internet is not guaranteed or diminish the right of the presbytery to access information. No privacy right is established by the use of a password on presbytery systems.
2. The E-mail system and Internet may not be used to solicit for religious or political causes outside the interests of the presbytery.
3. The Presbytery of Donegal's policies against sexual or other harassment apply fully to the E-mail system and Internet, and any violation of those policies is grounds for disciplinary action up to and including discharge. No messages should be created or sent if they contain intimidating, hostile, or offensive materials concerning race, color, religion, sex, age, national origin, disability, veteran status or any other classification protected by law.
4. Internet, laptops, computers, and organization provided cellular telephones may not be used for transmitting, retrieving or storing any communications of a defamatory, discriminatory, harassing or pornographic nature.
5. Deletion of any content, including E-mail messages or files, will not truly eliminate the content from the system. All content is stored in a central back-up system in the normal course of data management.
6. Employees are not authorized to retrieve or read any E-mail messages that are not sent to them without prior approval from the Executive Presbyter or Chair of Administration Committee.



7. The following actions are forbidden: using disparaging, abusive, profane, or offensive language; creating, viewing or displaying materials that might adversely or negatively reflect upon The Presbytery of Donegal or be contrary to The Presbytery of Donegal's values or best interest; and engaging in any illegal activities, including piracy, cracking extortion, blackmail, copyright infringement, and unauthorized access of any computers and organization-provided equipment such as laptops.
8. Users should write E-mail communications or Internet communications with no less care, judgment and responsibility than they would use for letters or internal memoranda written on the Presbytery of Donegal letterhead.
9. The Presbytery has the right, but not the duty, to monitor any and all of the aspects of its computer system, including, but not limited to, monitoring sites visited by employees on the Internet, monitoring chat groups and news groups, reviewing material downloaded or uploaded by users to the Internet, and reviewing e-mail sent and received by users.
10. The Presbytery may use software to identify inappropriate or sexually explicit Internet sites. Such sites may be blocked from access by the Presbytery networks. In the event an employee nonetheless encounters inappropriate or sexually explicit material while browsing on the Internet in the conduct of presbytery business, the employee should immediately disconnect from the site, regardless of whether the site was subject to blocking software.

Any employee who discovers misuse of the E-mail system should immediately contact the Executive Presbyter or Chair of Administration Committee. Violations of the Presbytery of Donegal E-mail policy may result in disciplinary action up to and including discharge.

Use of the Presbytery of Donegal's E-mail system and Internet constitutes consent by the user to all of the terms and conditions of this policy.

Disclaimer of liability for use of E-mail and Internet

The Presbytery of Donegal is not responsible for material viewed or downloaded by users from the E-mail or Internet. The Internet is a worldwide network of computers that contains millions of pages of information. Users are cautioned that many of these pages include offensive, sexually explicit, and inappropriate material. In general, it is difficult to avoid at least some contact with this material while using the Internet. Even innocuous search requests may lead to sites with highly offensive content. In addition, having an e-mail address on the Internet may lead to receipt of unsolicited e-mail containing offensive content. Users accessing the Internet do so at their own risk.



The Presbytery of
DONEGAL

On Screen Email Disclaimer

This E-mail and Internet network is a private information system of The Presbytery of Donegal. Individuals using this system expressly consent to monitoring of their activities. Anyone using this system in violation of the Presbytery of Donegal's E-mail and Internet policy may be subject to disciplinary action, up to and including discharge.



E-MAIL AND INTERNET POLICY ACKNOWLEDGMENT FORM

I acknowledge that I have received a copy of the Presbytery of Donegal's E-Mail and Internet Policy, as contained in the Employee Handbook. I agree to read it thoroughly, and agree that if there is any policy or provision in the policy I do not understand, I will seek clarification from Executive Presbyter.

I understand that my use of the Presbytery of Donegal's E-mail system and Internet constitutes my consent to all the terms and conditions of that policy.

In particular, I understand that (1) the E-mail system and all information transmitted by, received from, or stored in that system are the property of the Presbytery of Donegal, (2) the system is to be used only for Presbytery purposes, and (3) I have no expectation of privacy in connection with the use of the E-mail system or the Internet or with the transmission, receipt, or storage of information in that system.

I agree not to access a file, or retrieve stored communications unless authorized. I acknowledge and consent to the Presbytery of Donegal's monitoring my use of the E-mail system and the Internet at any time at its discretion, including printing and reading all E-mails entering, leaving, or stored in the system.

Date: _____

Signature: _____

Print Name: _____



Social Media Policy

Social media is an integral part of personal, social, professional and business communications and networks. Social media can enhance the relationships and the conduct of the ministry of the Presbytery of Donegal. However, the use of social media also presents certain risks and carries with it certain responsibilities. To assist in making responsible decisions about use of social media use the following guidelines. This policy applies to all employees who work for the Presbytery of Donegal.

GUIDELINES

Social media includes all means of communicating or posting information or content of any sort on the Internet, including web logs or blogs, journal or diaries, personal web sites, social networking or affinity web sites, web bulletin boards or chat rooms whether or not associated or affiliated with the Presbytery of Donegal, as well as any other form of electronic communication.

An employee is solely responsible for what he/she posts online. Any conduct contrary to the Presbytery's policies and guiding principles may result in disciplinary action up to and including termination.

1. **Know and follow the rules:** Read the guidelines on Email, Internet Discrimination and Harassment Policies to ensure postings are consistent with these policies. Inappropriate postings that may include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct will not be tolerated and may be subject to disciplinary action up to and including termination.
2. **Be respectful.** Always be fair and courteous to fellow employees, customers, members, suppliers or people who work on behalf of The Presbytery of Donegal. Examples of disrespectful conduct might include offensive posts meant to intentionally harm someone's reputation or posts that could contribute to a hostile work environment on the basis of race, sex, disability, religion or any other status protected by law or presbytery policy.
3. **Be honest and accurate.** Be honest and accurate when posting information or news on behalf of the presbytery; acknowledge and correct any mistakes as soon as they are discovered.
4. **Post only appropriate content.**



- a. Maintain the confidentiality of the Presbytery of Donegal. Do not post internal reports, policies, procedures or other internal business-related confidential communications.
 - b. Employees must identify themselves as presbytery employees when creating a link from personal blogs, websites or other social networking media to the presbytery website.
 - c. Employees should express only personal opinions when posting to any media, and should never represent themselves as spokespersons of the presbytery. If the Presbytery is a subject of a post, it is best to include a disclaimer such as “The postings on this site are my own and do not necessarily reflect the views of my Employer.”
5. **Using social media at work.** Excessive social media engagement while on work time is to be avoided. Violations will be addressed with the Coaching/Equipping Team. Do not use the Presbytery of Donegal email addresses to register on social networks, blogs or other online tools utilized for personal use.
6. **Retaliation is prohibited.** The presbytery prohibits taking negative action against any staff member for reporting a possible deviation from this policy or for cooperating in an investigation. Any associate who retaliates against another staff member for reporting a possible deviation from this policy or for cooperating in an investigation will be subject to disciplinary action, up to and including termination.

Media Policy

The Executive Presbyter serves as the Press Agent for the presbytery, and will serve as spokesperson with all media agents. No representative of the presbytery will communicate with the media, other than to confirm public information, unless authorized by the Executive Presbyter. If the Executive Presbyter is unavailable, then the Stated Clerk assumes the role of Press Agent. If both are unavailable, then the Press Agent will be designated by the chair of the Administration Committee.

Employer Information and Property

The protection of the Presbytery of Donegal business information, property and all other Organization assets are vital to the interests and success of the Presbytery. No Presbytery of Donegal’s related information or property, including without limitation, documents, files, records, computer files, equipment, office supplies or similar materials (except in the ordinary course of performing duties on behalf of the Presbytery) may, therefore, be removed from the



Presbytery's premises, unless authorized as part of the conduct of the work of the presbytery. Violation of this policy is a serious offense and will result in appropriate disciplinary action, up to and including discharge.

In addition, when an employee leaves the Presbytery of Donegal, the employee must return to the Presbytery all related information and property that the employee has in his/her possession, including without limitation, documents, files, records, manuals, information stored on a personal computer or on a computer disc, supplies, and equipment or office supplies.

Conflicts of Interest

Employees must avoid any relationship or activity that might impair, or even appear to impair, their ability to make objective and fair decisions when performing their jobs. At times, an employee may be faced with situations in which business actions taken on behalf of The Presbytery of Donegal may conflict with the employee's own personal interests. Presbytery property, information or business opportunities may not be used for personal gain.

- I. Conflicts of interest could arise in the following circumstances:
 - A. Being employed by, or acting as a consultant to, a competitor or potential competitor, supplier or contractor, regardless of the nature of the employment, while employed with the Presbytery of Donegal.
 - B. Hiring or supervising family members or closely related persons.
 - C. Accepting gifts, discounts, favors or services from a customer/potential customer, or supplier, unless equally available to all Presbytery employees.
- II. Employees with a conflict-of-interest question should seek advice from the Executive Presbyter. Before engaging in any activity, transaction or relationship that might give rise to a conflict of interest, employees must seek review from their supervisor or the Executive Presbyter.

Outside Employment

Employees are permitted to engage in outside work or to hold other jobs, subject to certain restrictions as outlined below.

- A. Activities and conduct away from the job must not compete with, conflict with or compromise the church's interests or adversely affect job performance and the ability to



fulfill all job responsibilities. Employees are prohibited from performing any services for anyone on nonworking time that are by reserved for job performance by the Presbytery of Donegal, unless authorized by the Executive Presbyter or Chair of Administration Committee. This prohibition also extends to the unauthorized use of any church tools or equipment and the unauthorized use or application of any confidential information. In addition, employees are not to solicit or conduct any outside business during paid working time.

- B. Employees are cautioned to carefully consider the demands that additional work activity will create before accepting outside employment.
- C. Outside employment will not be considered an excuse for poor job performance, absenteeism, tardiness, leaving early, refusal to travel or refusal to work overtime or different hours. If the Presbytery of Donegal determines that an employee's outside work interferes with performance, the employee may be asked to terminate the outside employment.
- D. Employees who have accepted outside employment may not use paid sick leave to work on the outside job. Fraudulent use of sick leave will result in disciplinary action up to and including termination.

Internal Investigations and Searches

From time to time, The Presbytery of Donegal may conduct internal investigations pertaining to security, auditing or work-related matters. Employees are required to cooperate fully with and assist in these investigations if requested to do so.

Whenever necessary, in the presbytery's discretion, work areas (i.e., desks, file cabinets, etc.) and personal belongings (i.e., brief cases, handbags, etc.) may be subject to a search without notice. Employees are required to cooperate.

The presbytery will generally try to obtain an employee's consent before conducting a search of work areas or personal belongings, but may not always be able to do so.

Reference Checks

All inquiries regarding current or former full-time and part-time Presbytery of Donegal employees must be referred to Executive Presbyter or a supervisor authorized to conduct the reference check by the Executive Presbyter.

Should an employee receive a written request or telephone inquiry for a reference, he/she should refer the request to Executive Presbyter for handling. No Presbytery of Donegal



employee may issue a reference letter or respond to a telephone inquiry regarding any current or former employee without the permission of Executive Presbyter.

Recording Policy

It is a violation of the Presbytery of Donegal's policy to record conversations with a recording device unless prior approval is received from Executive Presbyter or Chair of Administration Committee and all parties to the conversation give their consent.

Violation of this policy will result in disciplinary action, up to and including immediate termination.

Loans and Advances

The Presbytery does not extend payroll advances on prospective income and is not equipped to provide personal loans.

Inclement Weather

Delayed starts and early closings of the office will be at the discretion of the Executive Administrative Assistant, in consultation with the Executive Presbyter. In general, the presbytery office will follow the closing and delay schedule for the School District of Lancaster. Provisions will be made for employees to work from home during inclement weather.

If the presbytery office should be closed by the Executive Administrative Assistant, non-exempt employees will be paid for the hours they were scheduled to work. Hours paid that were not worked will not count as overtime.

Employee Parking

The Presbytery of Donegal will not be liable for any damage or theft caused to any motor vehicle, or contents thereof, while parked in any parking area.



Employee Travel and Reimbursement

- I. Employees will be reimbursed for reasonable expenses incurred in connection with approved travel on behalf of the Presbytery.
- II. Travelers seeking reimbursement should incur the lowest reasonable travel expenses and exercise care to avoid the appearance of impropriety. If a circumstance arises that is not specifically covered in the travel policies, the most conservative course of action should be adopted.
- III. Travel for staff members must be authorized in advance. Travelers should verify that planned travel is eligible for reimbursement before making travel arrangements. Upon completion of the trip, and within 30 days, the traveler must submit an Expense Reimbursement Form and supporting documentation to obtain reimbursement of expenses. Exempt employees will be paid their regular salary for weeks in which they travel. Nonexempt employees will be paid for travel time in accordance with federal and state wage payment laws.



The Presbytery of
DONEGAL

Benefits

DISCLAIMER

The Presbytery has established a variety of employee benefit programs designed to assist employees and eligible dependents in meeting the financial burdens that can result from illness and disability, and to help plan for retirement. This portion of the Employee Handbook contains a very general description of available benefits. This general explanation is not intended to, provide all the details of these benefits. Therefore, this Handbook does not change or otherwise interpret the terms of official plan documents. To the extent that any of the information contained in this Handbook is inconsistent with the official plan documents, the provisions of the official documents will govern in all cases.

Nothing contained in the benefit plans described herein shall be held or construed to create a promise of employment or future benefits, or a binding contract between the Presbytery and its employees, retirees or their dependents, for benefits or for any other purpose. All employees shall remain subject to discharge or discipline to the same extent as if these plans had not been put into effect, with the exception that employees with calls subject to oversight by the Connecting our Ministry Committee are governed by those policies regarding call and dissolution of calls.

The Presbytery of Donegal reserves the right, in its sole and absolute discretion, to amend, modify or terminate, in whole or in part, any or all of the provisions of the benefit plans described herein with the exception of benefits included in the Terms of Call of teaching elders in called positions. Further, the Presbytery reserves the exclusive right, power and authority, in its sole and absolute discretion, to administer, apply and interpret the benefit plans described herein, and to decide all matters arising in connection with the operation or administration of such plans, with the exception of benefits included in the Terms of Call of teaching elders in called positions.

For more complete information regarding any of the benefit programs contact the Business Administrator, in consultation with the Executive Presbyter.



Insurance and Pension

Teaching Elders

Teaching Elders and other Elected Staff whose positions have been approved as a Call through the COM Call process will have written Terms of Call with the Presbytery, which will specify the benefits to be provided through the Benefits Plan of the Presbyterian Church (USA). The appropriate level of enrollment shall be decided prior to beginning service with the presbytery, and shall be described in the Terms of Call form. The following options are available at an additional cost:

- Optional Dental Program
- Optional Employee Contribution to Retirement Savings Plan
- Optional Employee Contribution to the Death Benefits Plan
- Any other optional coverages offered by the Board of Pensions

Full-Time Employees

Regular full-time employees that are not in called positions may be enrolled as members of the Affiliated Benefits Plan of the Presbyterian Church (USA). The plan offers medical, death, and disability benefits. The Presbytery will pay 95% of the cost of the medical coverage and 100% of the cost of the death and disability insurance.

In addition, full-time employees are eligible to be enrolled in the Retirement Savings Plan of the Presbyterian Church (USA), to which the Presbytery will contribute 5% of their salary.

The following options are available at an additional cost:

- Optional Dental Program
- Optional Employee Contribution to Retirement Savings Plan

Changes in family status for the coverage of eligible dependents must be made in accordance with the provisions of the Plan and as subject to IRS regulations.

Continuation of Health Care Coverage

Coverage in the active Medical Plan and the Death and Disability Plan terminates when an employee terminates employment with the employer. Following termination of service, ABP members are not eligible for any period of free medical or death and disability coverage (as applicable) or for transitional participation coverage. However, employees can enroll for medical coverage for themselves, their covered partner, and their dependent children through



The Presbytery of
DONEGAL

the Medical Continuation Program for 18 months immediately upon termination of service, provided the Board receives the completed Medical Continuation Subscription or Waiver form within 60 days of the termination. The initial payment for the coverage must be received within 45 days of enrolling in the coverage.

Eligibility for the benefits described above will cease upon the date an employee is qualified for coverage under another health plan. Benefits will also cease if the Presbytery terminates the group health plan.



Workers' Compensation Benefits

The Presbytery is covered under statutory state Workers' Compensation Laws. If a work-related injury is sustained, the employee must immediately notify the direct supervisor and the Executive Presbyter.

Paid Time Off/ Annual Leave for Employees

Paid Time Off (PTO)

Paid Time Off (PTO) benefits are provided to staff members for rest, relaxation, personal or family illness, and personal pursuits. The presbytery reserves the right to determine when staff members actually take PTO. To take PTO, staff members must receive approval in advance (where possible) from their supervisors. Requests will be reviewed based upon a number of factors, including but not limited to, business needs and staffing requirements.

Eligibility and Amount of PTO

Eligibility for PTO is determined as of January 1 of each year. To be eligible for PTO, an employee must have:

- Worked for the presbytery for at least one full year of continuous service; and
- Worked at least 1,000 hours during the previous calendar year

If an employee has worked less than one year of continuous service and at least 1,000 hours during the previous calendar year, the employee may be afforded PTO on a prorated basis based upon their date of hire.

Full-time Employees who meet the eligibility criteria on January 1st will, on January 16th, be awarded the appropriate amount of PTO (see below chart).

Years of Service	Days
0-2	20
3-4	25
5+	30

Part-time Employees who work at least twenty hours per week shall receive pro-rated PTO as specified in their offer of employment.

Use of PTO



Staff members may use PTO hours for any approved absence. Staff members are required to schedule PTO usage in advance and receive prior approval from their supervisor, except for unexpected illness for themselves or family members.

If staff members find it necessary to make last minute plans, this is called unscheduled PTO usage. Staff members must notify their supervisor of unscheduled PTO usage before the scheduled start of their workday. The supervisor must also be contacted on each additional day of absence. If a staff member is absent for three (3) or more consecutive days due to illness or injury, a physician's statement may be required verifying the illness and its beginning and expected end dates. A supervisor may waive the requirement of a physician's statement if the illness is clearly verifiable and contagious. Such verification may be requested for other unscheduled PTO absences, particularly if there is a pattern of absence, and may be required as a condition to receiving PTO benefits.

Staff members are asked to keep unscheduled PTO usage to a minimum. Continual unscheduled PTO usage may result in the time used not being approved for payment. The presbytery also reserves the right to deduct from any PTO balance for any absences or tardy arrivals.

Time off on PTO is not considered hours worked for the purposes of calculating whether or not the overtime rate is due.

Unused PTO Balances

PTO may not be carried over from one year to the next: it is a use-or-lose program. Additionally, upon leaving employment from the presbytery, the employee will not be eligible to receive payment for any remaining leave balances.

Holidays

The presbytery recognizes the following holidays:

- New Year's Day
- Dr. Martin Luther King, Jr. Day
- Presidents' Day
- Good Friday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- Day after Thanksgiving
- Christmas Eve
- Christmas Day

Employees in the following categories are eligible to receive holiday pay:

- Full-Time employees
- Part-Time employees who are eligible for holiday pay if the holiday falls on their regular work day



The following conditions apply to the presbytery's holiday pay policy:

- Holidays are observed on the calendar day designed by the Presbytery for observance
- Holiday pay will not be considered as time worked for the purpose of overtime calculations.
- Holiday pay is computed at individual employee's base rate of pay.
- Holidays will not be paid to employees on any type of unpaid leave.
- Holidays falling within an approved scheduled vacation will be recorded as holiday pay.

Short-Term Disability

- I. In the case of injury, illness, or other medical reasons requiring longer than two (2) weeks for proper recuperation, an employee must obtain proper leave authorization, and a doctor's certification stating the reason for the absence (this applies to both job-related and non-job-related medical leaves).
- II. Before returning to work the employee must have a release from his/her physician stating that he/she is physically able to return to work.
- III. In the case a medical leave, all available PTO shall first be used. After PTO is exhausted, employees will be paid full salary for the first 2 weeks of a medical leave of absence; one-half salary for the next 2 weeks, and one-fourth salary for the next 2 weeks. After 6 weeks, the employee will receive no pay.

Lactation/Breastfeeding

For up to one year after a child's birth, any employee who is breastfeeding her child will be provided reasonable break times as needed to express breast milk for her baby. The Presbytery has designated the Nursing Room for this purpose. A small refrigerator is available. Any breast milk stored in the refrigerator must be labeled with the name of the employee and the date of expressing the breast milk. Employees storing milk in the refrigerator assume all responsibility for the safety of the milk and the risk of harm for any reason, including improper storage or refrigeration and tampering.

Breaks of more than 20 minutes in length will be unpaid, and the employee should indicate this break period on her time record.

Family and Medical Leave Policy



When an employee needs to take extended leave due to the needs of a family member or himself/herself, the Executive Presbyter shall be consulted as soon as possible. Situations that may fall under this type of leave include, but are not limited to:

- Maternity Leave: Maternity leave should ordinarily begin with the physician's certification that the employee can no longer perform her duties and end when she is medically released by her physician to return to her professional duties. This is ordinarily an eight week period, during which the employee shall receive their full effective salary. An employee may lengthen the period of family leave at his or her discretion by using accrued PTO.
- Family Leave: Family leave involves but is not limited to the care of an ill family member, a family member's extended hospitalization or rehabilitation, or the need to place a family member in a long-term care facility. Family leave shall be up to two weeks in length, during which time the employee shall receive their full effective salary. An employee may lengthen the period of family leave at his or her discretion by using accrued PTO.
- Paternity Leave: A request for paternity leave shall be made no later than a month before the requested leave is to begin. Paternity leave shall be up to two weeks in length, during which time the employee shall receive his full effective salary. An employee may lengthen the period of family leave at his discretion by using accrued PTO.
- Adoption Leave: Recognizing that the adoption of a child requires as much of a transition as the birth of child, an employee adopting a child shall be granted up to two weeks in length, during which time the employee shall receive his or her full effective salary. An employee may lengthen the period of family leave at his or her discretion by using accrued PTO.

Bereavement Leave

In the unfortunate event of a death in the immediate family, a leave of absence will be granted. Every situation is different, and the appropriate amount of time off with pay will be determined by the Administration Committee on a case by case basis. Paid days off will be no fewer than three days, and more may be needed to resolve an immediate crisis.



For this purpose, immediate family is defined as:

- Spouse
- Child
- Step-child
- Parents
- Siblings

Extended time off in a bereavement situation may be granted beyond the bereavement leave by using accrued PTO, or on an unpaid basis.

The Executive Presbyter, Chair of Admin or Supervisor may also approve paid absences due to the death of an extended family member, friend, or other acquaintance. Typically, absences of up to one (1) day will be granted. Absences of more than one day will be handled on a case by case basis.

Upon returning to work, the employee must record his/her absence as a Bereavement Leave on the Time Off Tracker. Proof of death and relationship to the deceased may be required.

Jury Duty

A leave of absence for jury duty will be granted to any full-time or part-time employee who has been notified to serve. During this leave, employees will be compensated by payment of an amount equal to the difference between their jury duty pay and their regular salary. An employee on jury duty is expected to report to work any day he/she is excused from jury duty.

Upon receipt of the notice to serve jury duty, the employee should immediately notify the Executive Presbyter or supervisor. Additionally, a copy of the notice to serve jury duty should be placed in the employee's file.

Upon the employee's return, the employee must notify the Executive Presbyter or Supervisor and must submit a signed Certificate of Jury Service indicating the number of days served.

If the jury duty falls at a time when the employee cannot be away from work, the presbytery may request that the court allow the employee to choose a more convenient time to serve if he/she makes a request in accordance with the court's procedures. The employee must cooperate with this request.



Leaving the Presbytery of Donegal

Teaching Elders With Called Positions

When a teaching elder wishes to request that the presbytery dissolve the call, or if the Administration Committee wishes to request that the presbytery dissolve the call, then the Connecting Our Ministry Policies and procedures for the dissolution of calls shall be followed.

Resignation

When an employee in any other classification decides to leave for any reason, written notice of at least two-weeks should be provided.

Reduction in Force

When a decision is made to reduce or eliminate a staff position, as much warning as possible will be given. In each case, a determination will be made by the Executive Presbyter and the Administration Committee whether to provide advance warning of the reduction or elimination of the position, or whether to provide severance pay. It is the policy of the presbytery to provide one month of severance pay for each year in service, up to a maximum of six months of severance pay. The process of reduction in force for called staff will be the Connecting Our Ministry Reduction in Force policy.

Dismissals

Every employee, except for teaching elders called to their positions with approved Terms of Call, has the status of "employee-at-will," meaning that no one has a contractual right, express or implied, to remain in the presbytery's employ. The presbytery may terminate an employee's employment, without cause, and with or without notice, at any time for any reason. No supervisor or other representative of the presbytery has the authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the above.

Immediate Dismissals/Willful Misconduct

Any employee whose conduct, actions or performance violates or conflicts with the presbytery's policies may be terminated immediately and without warning. In the case of a teaching elder called to the position, the dismissal shall be coordinated with the ecclesiastical and disciplinary processes of the Book of Order.

The following are some examples of grounds for immediate dismissal of an employee:

- Breach of trust or dishonesty
- Conviction of a felony
- Willful violation of an established policy or rule



- Falsification of presbytery records
- Gross negligence
- Insubordination
- Violation of the Anti-Harassment and/or Equal Employment Opportunity Policies
- Time card or sign-in book violations
- Undue and unauthorized absence from duty during regularly scheduled work hours
- Deliberate non-performance of work
- Larceny or unauthorized possession of, or the use of, property belonging to any co-worker, visitor, or member of the Presbytery of Donegal
- Possession of dangerous weapons on the premises
- Unauthorized possession, use or copying of any records that are the property of The Presbytery of Donegal
- Unauthorized posting or removal of notices from bulletin boards
- Persistent absenteeism or tardiness
- Marring, defacing or other willful destruction of any supplies, equipment or property of The Presbytery of Donegal
- Repeated failure to call or directly contact the supervisor when the employee will be late or absent from work
- Fighting or serious breach of acceptable behavior
- Violation of the Alcohol or Drug Policy
- Theft
- Violation of the presbytery's Confidentiality Policy
- Gambling, conducting games of chance or possession of such devices on the premises or during work hours
- Leaving the work premises without authorization during work hours
- Sleeping on duty

This list is intended to be representative of the types of activities that may result in disciplinary action. It is not exhaustive, and is not intended to be comprehensive and does not change the employment-at-will relationship between the employee and the Presbytery.

In the event of dismissal for misconduct, all benefits are immediately terminated.

Discipline Other than Immediate Termination

All employees are expected to meet The Presbytery's standards of work performance. Work performance encompasses fulfillment of the performance factors common to all presbytery positions, fulfillment of the specific duties as specified in the position description, and participation in the Coaching/Equipping Team process.



The first step in performance improvement is the establishment of written work plans with specific goals and action steps to advance job performance. When job performance does not improve, then a remedial goal may be assigned by the Coaching/Equipping Team. The intent of remedial goals is to document concerns while providing the employee with a reasonable time within which to improve performance. The process is designed to encourage development by providing employees with guidance in areas that need improvement such as poor work performance, attendance problems, personal conduct, general compliance with the Presbytery's policies and procedures and/or other disciplinary problems.

If the remedial goal is not met, and the performance issue is not resolved, the Administration Committee may take further corrective action.

Written Warnings

The Chair of the Administration Committee, Executive Presbyter and other appropriate representatives should discuss the issue and present a written warning to the employee. This should clearly identify the problem and outline a course of corrective action within a specific time frame. The employee should clearly understand both the corrective action and the consequence (i.e., termination) if the problem is not corrected or reoccurs.

The employee should acknowledge receipt of the warning and include any additional comments of their own before signing it. A record of the discussion and the employee's comments should be placed in the employee file.

Termination

Upon the recommendation of the Chair of the Administration Committee, the Executive Presbyter and other appropriate representatives, termination of employment may be recommended to the Administration Committee. Reasons for the termination shall be documented. The decision of the Administration Committee shall be final.

Post Resignation/Termination Procedures

The Administration Committee shall arrange for an exit appointment with the terminated employee to ensure all personal belongings are removed and to return any presbytery property, including keys and credit cards.

Final Paycheck

Employees leaving The Presbytery of Donegal, must return all organization property, before their final paycheck can be issued. This final paycheck will be mailed during the next normal pay period. If there are unpaid obligations to the Presbytery, the final paycheck will reflect the appropriate deductions.



The Presbytery of
DONEGAL



Appendix A: The Coaching/Equipping Team Process for Professional Development

WHY A COACHING/EQUIPPING TEAM PROCESS?

How do we equip the professional development of pastors and other church staff? How do we evaluate? How do we deal with expectations? The Coaching/Equipping Team approach is based upon a model described by Kennon Callahan in Chapter 13, “A Constructive Perspective,” and Chapter 14, “The Evaluation Process,” in his book, *Effective Church Leadership: Building on the Twelve Keys*.

Callahan points out:

“The purpose of evaluation is not simply evaluation. The central purpose of evaluation, in any vocation, is to grow forward the capacity for self-evaluation.... Evaluation consists of two aspects: self-evaluation and consultation....Self-evaluation is rigorous and thoughtful, honest and intense, specific and constructive. Honest self-evaluation is not sentimental or platitudinous. It is not ego inflation, not “what a good boy am I.” Thoughtful self-evaluation is not an exercise in self-flagellation, self-deprecation, defeatism, or ego deflation. Self-evaluation is a realistic assessment of one’s own current competencies.”¹

Callahan goes on to reveal the problems of “Top-Down Evaluation,” the system many churches use for their personnel process, if they have an evaluation system at all. These include low morale among the persons being evaluated, and the fact that the way people are evaluated shapes who they become. Top-Down evaluation compares the person being evaluated against an *ideal* that may not represent reality in the circumstance.

Callahan maintains this type of evaluation “simply has no constructive purpose.” While Top-Down Evaluation may expect the person to do a self-evaluation, the evaluatee is never invited to initiate the process for the purpose of feedback and coaching by the committee charged with doing the evaluation. This type of self-evaluation tends to be defensive or passive, not proactive. Callahan presents the following as a Key principle on page 185: **“The evaluation process of an organization**

¹ *Effective Church Leadership: Building on the Twelve Keys*, Kennon Callahan, Jossey-Bass, 1997, p 192



develops the nature of leadership in the organization. To change the nature of leadership, one must change the evaluation process.”

Callahan contrasts top-down evaluation with consultative evaluation—which we call the Coaching/Equipping Process in the Presbytery of Donegal. In this presbytery we are committed to development of healthy, resilient, productive staff and pastors. We often call the process of becoming more healthy, resilient and productive “leveling up,” which refers to making progress and gaining experience levels – the term comes from gaming theory.

In this presbytery, we want to be like Milton Erickson, the founder of a field called Narrative Therapy. Erickson is described as someone who *“fully and palpably believed that there was something unique and wonderful about every human being. When he asked a question, he would await its answer with an air of delighted expectation -- with a twinkle in his eye, an encouraging grin, and great patience. You just knew that any person he asked was going to come up with a wonderful answer, something different from what anyone could have predicted. Erickson saw people as resourceful. He believed that we are all lifelong learners, and that life is an adventure in which we never know what is around the next bend, but whatever it is, it's going to be interesting, and we can probably handle it, and we will learn and grow and enrich our lives by handling it.”*²

ESTABLISHING THE COACHING/EQUIPPING TEAM

The Coaching/Equipping team will generally be composed of 3-6 people. The Executive Presbyter, as Head of Staff, and a member assigned by the Administration Committee are on each team. It is important that those on the team are there to be coaching and not correcting. They should be committed to praying for the staff member, and should be people who want the staff member to succeed. They need enough self-differentiation that valued relationship will not get in the way of sharing wise consultation. Confidentiality is key. Those with an “agenda” will not be of help and should not be on the team.

Callahan says wise consultation is more than one side giving advice and the other side listening. Advice tends to be a series of tired, tidy slogans. Wise consultation draws out the best thinking and prods to expand your horizons of thought. Wise consultation is searching, puzzling, mutual and collaborative.

² Narrative Therapy: The Social Construction of Preferred Realities 1st Edition, Gene Combs and Jill Friedman, W. W. Norton & Company; 1996, p 10



FIRST STEPS: EXPECTATIONS AND WELLNESS

1. Establish the Position Description

An effective working relationship begins with clear expectations. Each staff member should have a position description that describes what they are expected to do, and how they are expected to accomplish it. Sometimes there may be a position description naming essential job functions, and a task list detailing what is involved in each job functions. Presbytery position descriptions all include common performance factors that each staff member is expected to fulfill. Position descriptions should be reviewed regularly to make sure they are accurate and achievable.

2. Name “Un-named Expectations”

When presbytery staff, pastors and other church professionals begin new positions, the organizations has many expectations that the new staff member knows nothing about. Often, the way expectations surface is when they have been violated. This can be an occasion for conversation and good humor. When expectations are not named, it may be the beginning of conflict down the road.

The presbytery process *Expectant Conversations: Preparing for a Good Future* provides some ideas for talking together about expectations. Talking about expectations is an excellent step when a new pastor or staff member is beginning a position. But such conversations are a good idea all of the time. It is never too late to have a robust conversation about expectations.

3. Establish How Records Will Be Kept and Shared

The Presbytery of Donegal uses a collaborative spreadsheet known as Smartsheet as the method for tracking work plans and sharing them collaboratively. Whatever method is going to be used should be clearly established and communicated.

4. Encourage a Plan for Personal Wellness and Resiliency

People thrive when they are practicing wellness, and have developed skills for respond to challenges. Workplaces thrive when the staff they employ are practicing “good enough” wellness and resiliency. All staff members can be encouraged to take steps to improve and maintain personal wellness. Coaching/Equipping Teams are not responsible for the personal lives of staff members, and yet there are many ways to encourage development in this area. Some of them involve cultivating habits of gratitude, play and calm as a community, listening to what is life-giving and life-draining that staff members choose to share, and encouraging healthy boundaries between the workplace and personal life.

ESTABLISHING THE WORK PLAN

1. Identify Three - Four Major Key Objectives

Using information from the position description and with identified expectations in hand, the staff member identifies major key objectives for focus over the next 3-6 months. In the presbytery, these are listed on the staff member's Work Plan Smartsheet. If these objectives are not clear to the staff member, then the team assists in bringing forth the objectives. There are three major areas for key objectives:

a. **Project Management Objectives**

Project Management Objectives identify a specific ministry area to move forward. Examples

might be: "Establish a Pastor Cohort Initiative" or "Re-organize the file system." These objectives are next steps in moving forward the vision and strategy of the presbytery.

b. **Skill Development Objectives**

Skill Development objectives identify a specific skill to advance or new competencies to acquire. Examples might be "Become certified as a Church Business Administrator" or "Learn how other presbyteries practice stewardship development." Skill Development objectives are often a first step for Project Management Objectives.

c. **Character Development Objectives**

Character Development Objectives identify specific areas to improve in order to address work performance issues. These are often the most difficult areas to talk about, and yet are often the ones that most affect work performance and life together. Since all of us need to grow, it is possible to establish these objectives with safety, respect, and encouragement. Examples might include "Meet established deadlines for reports" or "Arrive on time for work each day" or "Greet every visitor with hospitality."

While the team can help in midwifing the major key objectives, it is important that the staff member "own" these objectives as self-chosen, rather than imposed by the team. If the team believes there are issues the staff member must address, then implementing the practices of listening, conversation and forbearance would be the next step to arrive at mutual concurrence.

If there still is not a match, then next steps might involve bringing in an external facilitator if the differences are in expectations, or by documenting deficient work performance and moving to remedial goals with written warnings and other steps to address unsatisfactory work performance.



2. Develop Four - Six Action Steps for Each of the Major Key Objectives

Each Action Step should be one specific step that can be taken to advance the major key objective. The action steps ensure wise planning that follows these principles:

1. Written down
2. A strong sense of ownership
3. Specific and measurable
4. Reflecting realistic time horizons
5. Concrete and achievable
6. Complementary & mutually reinforcing

3. Develop One Technical Skill Advancement Key Objective

Identify one Technical Skill Key Objective. Examples might be “Learn Prezi” or “Learn more about Robert’s Rules of Order.” Follow the same process with action steps.

4. Develop One Life Enhancement Key Objective

Identify one Life Enhancement Key Objective. Examples might be “Exercise for at least half an hour five times per week” or “Plant an herb garden.”

5. Develop Any Needed Remedial Goals

While this process is designed to equip the staff member for success, there are times that an important key objective will not be achieved, and more accountability is needed. When this happens, the staff member may exercise maturity and propose a Remedial Goal for more focused attention in the next goal cycle. A Remedial Goal may also be imposed by the Coaching/Equipping team. The action steps for the Remedial Goal should include how progress will be monitored, and how the Remedial Goal will be satisfied.

Remedial Goals are an important step to work for improvement prior to actions with more severity, such as issuing a written warning, placing an employee upon probation, suspending the employee or moving towards termination. Remedial Goals can be painful, but they can also be effective in helping a staff member to advance towards desired outcomes.

PREPARE THE SYNOPSIS OF THE PREVIOUS WORK PLAN PERIOD

The staff member prepares a self-evaluation based on the work plan. This report is as specific and accurate as possible, assessing the strengths and challenges of the results.

The self-evaluation then reflects upon what has been learned through work on each major objective.
Ask:



- What was life-giving and what was life-draining in these objectives?
- What would I do differently?
- What creative ideas have I discovered?
- What new insights has come to me?

The final component of the self-evaluation is to identify the areas for which the staff member would appreciate consultation from the coaching team.

AGENDA FOR THE MEETING OF THE COACHING/EQUIPPING TEAM

1. Community and Spiritual Formation:

- a. Begin with a time of Dwelling in the Word and prayer
- b. Orientation to the C/E Process as needed
- c. Celebrate the gifts of the staff member given in faithful service

2. Evaluation of the Previous Work Plan Cycle

- a. The staff member shares is life-giving and life-draining in accomplishing their work.
- b. Review of the position description for accuracy and identification of any needed updates.
- c. Review of the staff member's fulfillment of the position description, including the performance factors common to all staff members.
- d. Express gratitude for work that has been accomplished and goals that have been met.
- e. Identify challenges, frustrations, and parts of the work plan that have not been fulfilled, including whether to carry goals forward, or to develop a different approach.

3. Establish The New Work Plan For The Coming Cycle

- a. Receive feedback from the team, and adjust the goals/action plans as mutually negotiated.
- b. Decide how the team will track movement forward.
- c. Assign any remedial goals to focus job performance and accountability where goals have not been met or performance factors need to be improved in a structured and documented process.

4. Plans for Continuing Education, Paid Time Off, and Compensation Review

- a. Review of continuing education plans, if continuing education funds are part of the compensation package.
- b. Review of plan for paid time off



- c. Recommendations for any further actions in accordance with the Employee Handbook.

5. Next Meeting and Documentation

- a. Schedule the next meeting of the C/E team (at least two per year).
- b. Plan for documentation resulting from the C/E Team meeting. An annual written report will be submitted to the Administration Department summarizing goal accomplishment and next steps.
- c. The meeting concludes with prayer and the sending of the staff member to their work.

WORKING THE PLAN IN COMMUNITY

1. The Staff Member Engages Their Ministry

The staff member is responsible to fulfill the position description and follow the work plan. The staff member consults as needed on ways the plan progressing and obstacles to address.

2. Work Plan Trackers

Each presbytery staff member is responsible to maintain three Smartsheet Work Plan Trackers:

- a. **The Work Plan Tracker**
The Key Objectives and Action Steps for the current Work Plan
- b. **Weekly Work Plan Tracker**
A weekly tracker listing major goals for the week ahead, what was accomplished in the previous week, and number of hours worked.
- c. **Coaching/Equipping Process Tracker**
This is the process tracker that documents when goals are submitted, when the team meets, and when reports are submitted to the Administration Committee.

Staff members are responsible to meet all deadlines in the C/E process as part of maintaining satisfactory job performance.

3. Regular Check-Ins with Staff Members

All staff members attend meetings of the Leader Team and at least one additional staff meeting per month. The Executive Presbyter, Executive Administrative Assistant, Business Administrator, and Stated Clerk meet weekly, and all staff are invited to attend these meetings. Each meeting allows time for community and spiritual formation. In addition there is time for the staff to be supported in their work, to seek feedback and to brainstorm new solutions.

The Executive Presbyter, as Head of Staff, touches base with each staff member on at least a bi-weekly basis. The captain of the C/E Team touches base with the staff member on a monthly basis.



DOCUMENTS

- Sample Work Plan Smartsheet
- Sample Weekly Work Plan Tracker
- Sample Coaching/Equipping Process Tracker
- Executive Administrative Assistant Position Description (as a sample)
- Expectant Conversations: Preparing for a Good Future (Presbytery of Donegal Ministry Start-up Document)



RECEIPT OF EMPLOYEE HANDBOOK

I acknowledge that I have received a copy of The Presbytery of Donegal Employee Handbook. I agree to read it thoroughly, including the statements in the foreword describing the purpose and effect of the Handbook. I agree that if there is any policy or provision in the Handbook that I do not understand, I will seek clarification from the Executive Presbyter. I understand that The Presbytery of Donegal is an "at will" employer and as such employment with the Company is not for a fixed term or definite period and may be terminated at the will of either party, with or without cause, and without prior notice. No supervisor or other representative of the organization (except the entire Presbytery) has the authority to enter into any agreement for employment for any specified period of time, or to make any agreement contrary to the above. In addition, I understand that this Handbook states The Presbytery of Donegal's policies and practices in effect on the date of publication. I understand that nothing contained in the Handbook may be construed as creating a promise of future benefits or a binding contract with The Presbytery of Donegal for benefits or for any other purpose. I also understand that these policies and procedures are continually evaluated and may be amended, modified or terminated at any time.

Please sign and date this receipt and return it to the Executive Presbyter.

Date: _____

Signature: _____

Print Name: _____