

The Development of a Church Personnel Manual and Job Descriptions

Policies are Tools for Efficiency and Success

Compiled By
Roy Lee Saint

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PERSONNEL POLICY OF
BAPTIST CHURCH
City, State

General Information

Offer of employment to new staff members other than the Pastor, will be made by the Pastor and Personnel Committee in writing, outlining the duties of the office, its compensation, and all the conditions set forth in this Personnel Policy. Acceptance of the offer must be presented in writing to the Pastor and the Personnel Committee.

All resignations from the staff must be administered according to the Policy of Termination of Employment.

Coverage in the Retirement Plan under the Annuity Board is available to all eligible staff members on the professional level. Hospitalization insurance with the Annuity Board is provided for all ministerial employees.

All employees except the ordained ministers are covered under Federal Social Security. All employees are covered by Worker's Compensation.

It shall be the responsibility of the Pastor and Personnel Committee to implement this Personnel Policy.

Evaluating Potential Employees

1. Is the applicant a Christian? Does he/she participate in a local church? Live and act responsibly? Have good character and reputation?
2. Is the applicant neat? Alert? Does he/she have good posture? Good facial expression?
3. Is the applicant tactful? Courteous? Confident? Warm? Enthusiastic? Cheerful? Optimistic? Animated? Humorous?
4. Does the applicant have good pronunciation? Enunciation? Vocabulary? Grammar? Does the applicant express himself or herself freely? With clarity? In an organized manner?
5. Does the applicant have good educational and professional backgrounds? Can he/she do the job at an acceptable level now? Or with Training?
6. Has the applicant exhibited mental effectiveness? Good personality? Skill in getting along with people? Insight?
7. In short, beginning with your initial contact did you immediately sense that this person would fit in well and is qualified for the job.

Application Form
Any Baptist Church
City, State

Date: _____

I. Personal Data

Name _____

Address (Street) _____

(City) _____ (State) _____ (Zip) _____

Phone Number _____ S.S. Number _____

Birth Date _____ Marital Status _____

II. Education

High School Diploma: yes no

College Degree: yes no Degree name: _____

College attended: _____

Address: _____

Major: _____ Minor: _____

Dates of Attendance: _____

Date of Graduation: _____

College Activities and Honors: _____

III. Employment History (Start with present or most recent job)

1. Employer: _____

Address: _____

Worked from _____ to _____ Monthly Salary or hourly rate: _____

Type of work performed: _____

Reason for leaving: _____

2. Employer: _____

Address: _____

Worked from _____ to _____ Monthly Salary or hourly rate: _____

Type of work performed: _____

Reason for leaving: _____

IV. Job Data (Check areas of experience and/or training)

- | | |
|--|--|
| <input type="checkbox"/> Typing (_____WPM) | <input type="checkbox"/> Receptionist |
| <input type="checkbox"/> 10 Key (_____SPM) | <input type="checkbox"/> Writing and Editing |
| <input type="checkbox"/> Word Processor | <input type="checkbox"/> Custodian |
| <input type="checkbox"/> Bookkeeping | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Dictation | |

V. Church Life

Denomination: _____ Church where member: _____
Address: _____
Church activities: _____

VI. Medical History

This information is needed for the following reasons:

1. A bona fide occupational qualification.
2. That we may provide the necessary information to Health Professionals in the case of a medical emergency.
3. That we may notify the person you select in the case of a medical emergency.

How would you describe your general health? _____

Hearing? _____ Eyesight? _____

Physical Handicaps, if any? _____

Date of last exam? _____

In case of an emergency, whom do you want us to notify?

Name: _____ Phone # _____

What is your relationship to this person? _____

Your Doctor's Name: _____

Address: _____

Doctor's Phone Number: _____

Application Form For Full-Time Ministerial Positions

Personal Data Information for _____ Baptist Church

Date: _____

Name: _____ Age: _____

Present Address: _____
Street or Box City State Zip

Phone: (_____) _____ Cell: (_____) _____

Present Position: _____

Length of Service: _____ years _____ months

Previous Paid Church-Related Experience (Please list positions, length of service, size of church, and the reason you left last three positions. Last position first. Etc.):

Are you happy in your present position? _____ Why? _____

Other experience you have had which would be helpful to a church committee:

Education: (From highest back—school name, degree, date)

Seminary: _____
Graduate College/University: _____
Undergraduate College/University: _____
Junior College: _____
High School: _____

If a student, please give planned graduation date: _____
(Explain any contingencies.) _____

Salary Requirements: What type of financial arrangement is necessary to meet the present needs of your family? (We realize you are not able to be absolute; we only want to see if we are compatible at these points.)

If Full-time: Base Salary \$_____ per month
Housing \$_____ per month, if no parsonage)
Car Allowance \$_____ per month
Annuity Programs \$_____ per month
Convention Allowance \$_____ per year
Other \$_____

Family Information:

Spouse Name and Age: _____

Please write a brief paragraph concerning her strengths in Christian service:

Will she do secular work? _____ If so, what type and explain briefly skills involved.

Names and ages of children: _____

References:

Name, Address and Phone of one Professor _____

Name, Address and phone of one Pastor _____

Name, Address and Phone of one church member from some previous place of service _____

NOTE: You may substitute Association Director of Missions for one of the above. _____

Request For Reference

Name of Applicant: _____
Position under consideration: _____
Person contacted for reference: _____
Firm _____ Phone: _____
Employment period covered: From _____ To _____

The above person has given your name as a reference. Please complete the confidential questions below and return in the enclosed, postage-paid envelope. Thank You!

1. In what capacity did you know the applicant and for how long? _____
2. What was his/her title? _____
3. What specifically did he/she do? _____
4. How would you rate his/her
 - (a) Performance? _____
 - (b) Supervisory abilities? _____
 - (c) Independent work? _____
 - (d) Creativity? _____
5. How does he/she get along with others? _____
6. Any unusual work habits? _____
7. What were the circumstances surrounding his/her leaving? _____
8. Would you rehire him/her? _____ If no, why not? _____
9. What are his/her strong points?
 - General _____
 - Technical _____
10. Are there any negative aspects or weaknesses? _____
11. Any additional comments: _____

Signed _____ Title _____ Date _____

Character Reference Inquiry

The person whose name appears above has been recommended to us. Please give us information requested below and any additional comments. Information will be kept confidential.

1. How long have you known the prospect? _____
2. Are you a friend of the family? _____
3. How does he/she spend his/her time? Hobbies, etc.) _____
4. Please rate the prospect (we aren't looking for a perfect person, so be straightforward.)

| Qualifications | Excellent | Good | Fair | Poor | Very Poor | ? |
|----------------------------------|-----------|------|------|------|-----------|---|
| Character | | | | | | |
| Conduct | | | | | | |
| Work attitude | | | | | | |
| Ability to get along with others | | | | | | |
| Cooperation | | | | | | |
| Dependability | | | | | | |
| Honesty | | | | | | |
| Personal Habits | | | | | | |
| Emotional Maturity | | | | | | |

5. Additional Comments: _____

Signature: _____ Date: _____

Please return to _____ Baptist Church in the envelope provided.

Job Compensation and Policy Agreement

- | | Yes | No |
|--|--------------------------|--------------------------|
| 1. Church moves/provides moving expenses? | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Church provides housing for ministerial staff? | <input type="checkbox"/> | <input type="checkbox"/> |
| If yes, in what form? | | |
| Pastorium | <input type="checkbox"/> | <input type="checkbox"/> |
| Allowance | <input type="checkbox"/> | <input type="checkbox"/> |
| If allowance, how much monthly? _____ | | |
| 3. Church provides utilities or allowance? | <input type="checkbox"/> | <input type="checkbox"/> |
| If yes, amount: _____ | | |
| 4. Monthly Salary to begin \$_____ with review for increase at the end of year. Recommendation for increase to be made by _____ Committee. | | |
| 5. Monthly car allowance provided? | <input type="checkbox"/> | <input type="checkbox"/> |
| If yes, in the amount of \$_____ per month. | | |
| 6. Church provides insurance coverage? | <input type="checkbox"/> | <input type="checkbox"/> |
| Health \$_____ | | |
| Life \$_____ | | |
| Retirement \$_____ | | |
| 7. Church provides weekly days off? | <input type="checkbox"/> | <input type="checkbox"/> |
| If yes, number of days_____ | | |
| 8. Church provides annual, paid vacation? | <input type="checkbox"/> | <input type="checkbox"/> |
| If yes number of weeks_____ | | |
| 9. Is pulpit supply paid by the church for vacation absences? | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Church Provides time off for: | | |
| Revivals? | <input type="checkbox"/> | <input type="checkbox"/> |
| How much time for revivals?_____ | | |
| State Convention? | <input type="checkbox"/> | <input type="checkbox"/> |
| Southern Baptist Convention? | <input type="checkbox"/> | <input type="checkbox"/> |
| Is pulpit supply paid by church for these absences? | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. Are expenses paid to conventions? | <input type="checkbox"/> | <input type="checkbox"/> |
| Wife included? | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. Church provides time off for bereavement? | <input type="checkbox"/> | <input type="checkbox"/> |
| If Yes, how much time? _____ | | |
| 13. Church provides time off for illness? | <input type="checkbox"/> | <input type="checkbox"/> |
| If yes, how much time annually?_____ | | |
| 14. Are salary and benefits paid during time of illness? | <input type="checkbox"/> | <input type="checkbox"/> |
| For how long? _____ | | |
| 15. Supply minister paid by church? | <input type="checkbox"/> | <input type="checkbox"/> |
| For how long? _____ | | |
| 16. Pastor is designated as supervisor of other staff? | <input type="checkbox"/> | <input type="checkbox"/> |
| If no, who is designated and for which staff members? | | |
| _____ | | |
| 17. Time off is provided for study leave and training conferences? | <input type="checkbox"/> | <input type="checkbox"/> |
| If yes, how much time annually?_____ | | |
| 18. Does church pay cost of job-related training conferences? | <input type="checkbox"/> | <input type="checkbox"/> |
| If yes, how much of total cost? _____ | | |

Committee Chairman _____ Date: _____

New Staff Member _____ Date: _____

Accountable Reimbursement Plan

In accordance with IRS regulations 1.162-17 and 1.274-5T(f), the _____ Baptist Church hereby establishes an accountable reimbursement plan for all ministers and employees with the following terms and conditions:

1. The church will reimburse only reasonable ministry-related business expenses incurred by a minister or employee. Subject to budget limitations, such expenses will include:
 - Business use of automobile, up to the current IRS standard mileage rate;
 - Business travel away from home: transportation, lodging and meals on overnight trips;
 - Convention conference and workshop expenses;
 - Continuing education expenses;
 - Subscriptions, books and tapes, if related to ministry or employment;
 - Entertainment/hospitality expenses, if business connection requirement is met.
2. The minister or employee will account for each allowable expense in writing at least every 60 days. Documentation will include the amount, date, place, business purpose and business relationship of person entertained for each expense. A receipt will accompany the documentation.
3. The minister or employee will return advances that exceed actual business expenses within 120 days.
4. Under this accountable arrangement the church will not report reimbursed amounts as taxable income on the minister's or employee's Form W-2. The minister or employee should not report reimbursed amounts as income on Form 1040.

Minister's Estimate of House Expenses

To: _____ Baptist Church

From: _____
(Minister)

Subject: Housing allowance for _____
(year)

| Item | Amount |
|---|---------|
| 1. Down payment on a home | _____ |
| 2. Mortgage payments on a loan to purchase or improve your home (include both principal and interest) | _____ |
| 3. Real estate taxes | _____ |
| 4. Property insurance | _____ |
| 5. Utilities (electricity, gas, water, trash pickup, phone) | _____ |
| 6. Furnishings and appliances (purchase and repair) | _____ |
| 7. Structural repairs and remodeling | _____ |
| 8. Yard maintenance and improvements | _____ |
| 9. Maintenance items (pest control, etc.) | _____ |
| 10. Homeowners association dues | _____ |
| 11. Miscellaneous | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| Total Expenses | \$_____ |

Date: _____

Signature: _____

Notification of Housing Allowance from the Church to the Minister

To: _____
(Minister's name)

Date: _____

Housing Allowance:

This is to advise you that at the business meeting of Mayo Baptist Church held on _____, _____, your housing allowance for the year _____ was officially designated and fixed in the amount of \$_____. Accordingly, \$_____ of the total payments to you during the year _____ (and all future years until changed by official church action) will constitute your housing allowance.

This action is recorded in the church minutes.

Under Section 107 of the Internal Revenue Code an ordained minister of the gospel is allowed to exclude from gross income the housing allowance paid as part of compensation to the extent used to provide a home. (The minister may also exclude the value of a church-owned home.)

You should keep an accurate record of your housing expenses to provide proof of any amounts excluded from gross income in filing your federal income tax return. It is your responsibility as a taxpayer to accurately report your income.

Sincerely,

(Clerks signature)

Financial Support Worksheet

Ministry related expense (not compensation)

- | | | |
|------------------------------|---------|---------|
| 1. Automobile | \$_____ | |
| 2. Convention/Conferences | \$_____ | |
| 3. Books, Periodicals, Tapes | \$_____ | |
| 4. Continuing Education | \$_____ | |
| 5. Hospitality | \$_____ | |
| Total Reimbursement Funds | | \$_____ |

Employee Benefits (not compensation)

- | | | |
|-------------------------------------|-------------------|---------|
| 1. Personal Security Program | \$_____ | |
| a. Medical | \$_____ | |
| b. Disability | \$_____ | |
| c. Term Life | \$_____ | |
| d. Personal Accident | \$_____ | |
| 2. Church Annuity Plan Contribution | \$_____ | |
| 3. Social Security Offset | \$_____ (taxable) | |
| Total Benefits | | \$_____ |

Personal Income

- | | | |
|-----------------------|---------|---------|
| 1. Cash Pay | \$_____ | |
| 2. Housing Allowance | \$_____ | |
| Total Personal Income | | \$_____ |

Total Compensation Package: \$_____

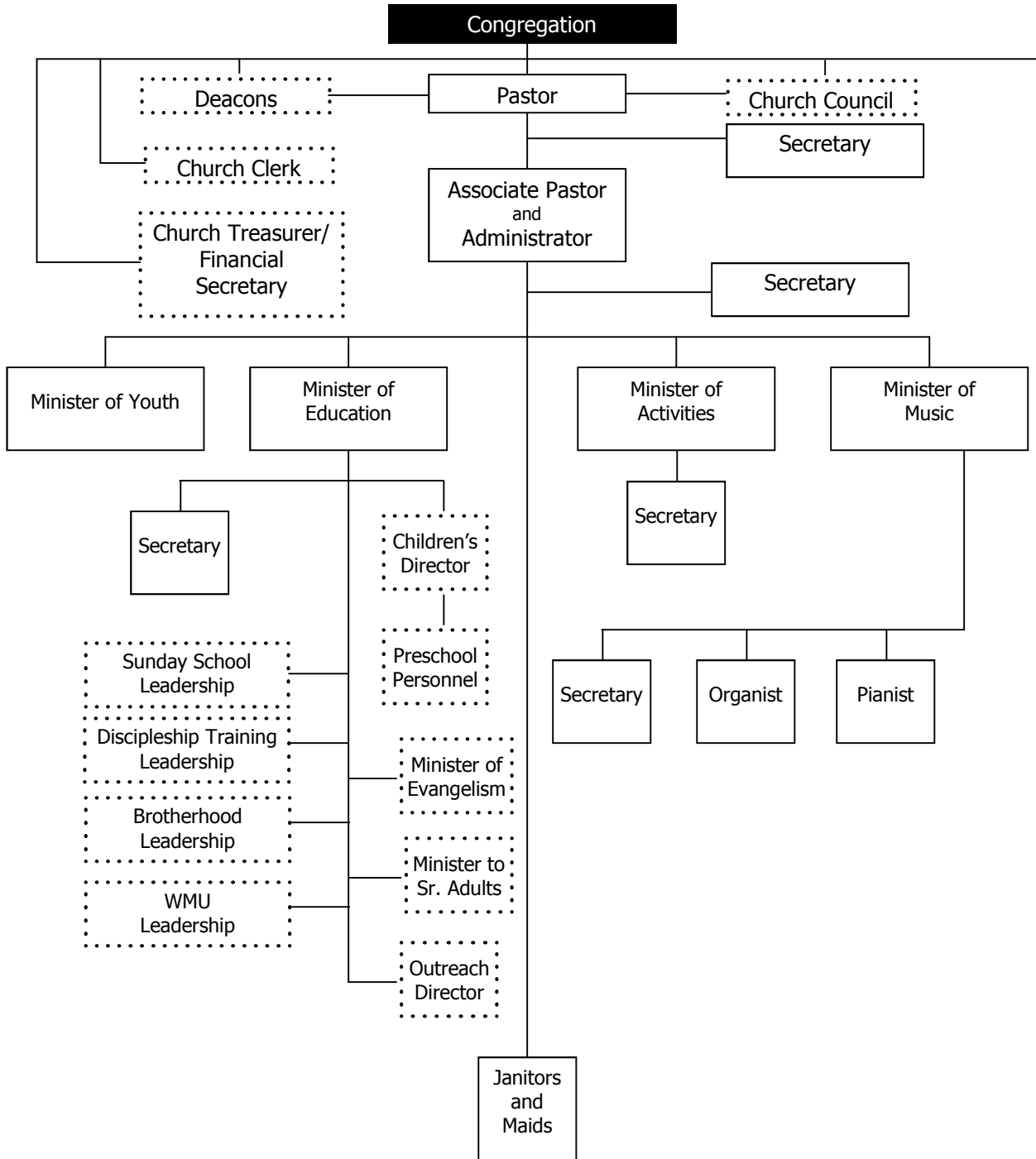
Personnel Manual and Job Descriptions

The purpose of the Personnel Manual and Job Descriptions is to stimulate and grow the personnel of the church. Churches are moving rapidly in the employment of personnel and Christian consideration should always be given to those who are employed. Personnel management is relatively new as a science, but its basic philosophy was created in the Golden Rule. The principles have existed in some form since human efforts were first combined for common undertakings. When attention is given to the individual work and contribution of each employee, the employee will respond by giving his best work to the institution. When clear instructions and effective training are given, people will know and be able to do what is expected of them. When performance is checked from time to time, the employee will know how well they are meeting standards and expectations and will be stimulated and want to work and further develop. They will be concerned about the overall effectiveness of the total ministry and mission of the church. The personnel manual of the church should be written based on the classification of each personnel position. This classification statement is a part of the manual and serves as a criterion for application of the manual to each position.

Personnel management is relatively new as a science, but its basic philosophy was created in the Golden Rule.

If the church does not have written job descriptions for the personnel each staff member should be asked to submit their own evaluation of their position and the personnel committee will consolidate these in such a way as to write each description allowing for the free expression of the personality of each individual. Areas of overlapping and void should be given special attention and then the committee's suggestions should be returned to the staff member. From this evaluation, the job descriptions are written.

Staff Organization Chart



Solid lines represent paid personnel.
Dotted lines represent volunteer personnel.

Personnel Manual

The personnel positions are classified according to the organization chart included as a part of this manual. The following is an explanation of the classification:

| | |
|------------------------|---|
| Full-time Ministerial: | All are full time salaried personnel positions in the professional area. |
| Secretarial: | All are full time salaried personnel positions in the clerical and secretarial area |
| Custodial: | All are full time hourly personnel positions in the custodial area. |
| Part-time Salaried: | All are regular part time salaried personnel positions. |
| Part-time Hourly: | All are regular part time hourly personnel positions. |

Paid Vacations

Within each calendar year, vacations are regularly scheduled for all employees. Unused vacation time cannot be carried over into the next year, nor will employees receive additional pay for vacation time not taken.

Vacation time is allotted according to the following policy:

1. Pastor will receive four weeks of paid vacation chosen at his discretion not to conflict with any ongoing ministries of the church. These weeks shall be scheduled with the Church Council and Deacon Council.
2. Minister of Youth and Music will receive three weeks of paid vacation chosen at his discretion not to conflict with any ongoing ministries of the church. Scheduling these weeks first with the Pastor, Church Council, and Deacon Council
3. Church Secretary will earn one paid vacation day each month to be used at her discretion not to conflict with any ongoing ministries of the church. Scheduling vacation time first with the Pastor, Church Council, and Deacon Council.

Holidays

The church facilities will be closed for one day to observe New Year's Day, Memorial Day, Independence Day, and Labor Day; and for three days to observe Thanksgiving and Christmas. When any of these holiday occurs on the weekend, employee-selected weekday will be observed.

Paid Leave

The following policy will be adhered to regarding paid leave for each calendar year:

1. Leave will be granted due to: personal illness; illness of a member of the immediate family that requires hospitalization; a death in the family. The immediate family includes mate, child, parent, and siblings.
2. The Church Secretary will earn one paid sick leave day each month.
3. Three days leave will be granted for the death of a member of the immediate family. One day will be granted for the death of grandparent, aunt, uncle, niece, nephew, and first cousin. Leave will be granted whether deceased person was related by blood or marriage.
4. Deductions from salary will be made for leave extending beyond above stated policies unless an extension of leave has been granted by the Personnel Committee.
5. A request for extension of leave should be made to the Pastor who will then submit the request to the Personnel Committee.
6. Leave is not to be carried over into the next calendar year nor will employee be paid for unused leave upon termination of employment.
7. Day's off are scheduled as follows: All employees will have Saturdays off. The Pastor's weekday off will be observed on Friday. The Minister of Youth and Music's weekday off will be observed on Monday. The ministerial staff will be on call 24 hours a day. If there is a conflict of ongoing ministry, the weekday off will be observed upon discretion
8. Personal Reasons: Absence for personal reasons are discouraged but in emergencies must be approved by the supervisor.
9. Jury Duty: Employees are encouraged to cooperate in citizen responsibilities. The worker on jury duty will receive full pay in addition to his jury fees.

Time Off

The ministerial staff shall be allowed to be away for two weeks of revival, conferences, and/or educational meetings in which they serve as guest minister of clinician. In addition, they are granted two weeks away from church for conventions and conferences such as Ridgecrest and Glorieta.

Employee Benefits

1. Advance Salary. An employee may receive in advance his salary check if its normal date of issue falls within his vacation time. Normally checks are not given in advance.
2. Benefit status during military leave. The pension benefit will be frozen; all other benefits terminated. Time spent in military service shall be counted as continued tenure for purposes of figuring vacation eligibility and service awards.
3. Car Expense. Car expense shall be determined each year by the Personnel Committee and recommended to the Budget Planning Committee.
4. Employee Training Program. The church staff members are encouraged to increase their job knowledge and skills. Employees who enroll in night or Saturday classes, in job-related courses, shall receive a refund of \$25.00 per course or a maximum of \$50.00 a year for two courses, upon evidence of satisfactory completion of course work.
5. Group Hospitalization. The church shall provide a group hospitalization plan for all full-time employees. Dependents are covered and the church shall pay the full plan, basic hospitalization, major medical, with \$2,500 life insurance. Special cancer insurance is available and should be paid for by the employee.
6. Life and Disability Insurance. All full-time, part-time, secretaries, and custodial employees shall be covered under the life and disability insurance plan of the Annuity Board of the Southern Baptist Convention. This is schedule two and both life and disability premiums are paid by the church.
7. Moving Expenses. The church shall pay all costs for moving the household goods of a full-time ministerial staff member. In addition the church shall pay the new worker who drives their car, at the rate of 35 cents per mile plus room and board expenses incurred enroute, the church will pay furniture storage charges, not to exceed 60 days. The church shall also pay the Realtor Fee if a realtor is used for the sale of the home of a profession staff member and if the staff member sells the house personally then the church will pay an amount equal to 50 percent of the realtor fees.
8. Pension Plan. All full-time and secretarial employees shall be included in the Annuity Plan. The church shall pay a stipulated amount for all personnel.
9. Social Security. All non-ordained employees shall participate in social security contributions upon employment. The church will pay its share and automatically deduct the employee's share. The church will pay, each December, to all ordained employees an amount equal to the church's share of Social Security. This to be pro-rated where employee has served for only a portion of the year.
10. The above employee benefits are designed to help and protect the employee but they are also to help and protect the church; therefore, these benefits are always over and above the base salary and can never be considered a part of the cash remuneration paid by the church. An employee cannot take the cash equivalent in the place of any benefit.

Policy on Tax-Sheltered Annuity

Wherein employees be permitted, at their discretion, to take advantage of the tax-sheltered retirement plans offered by the Annuity Board of the Southern Baptist Convention. All employees shall have the privilege of tax-sheltering up to 20 percent of their salary for retirement purposes as provided by internal revenue Code 501 (c) (3), or Public Law 87-370; and that we give the Treasurer the authority to withhold any such specified funds up to the 20 percent of salary and then forward same to the Annuity Board, Dallas, Texas.

Chair, Personnel Committee

Housing Allowance Policy For Ordained Minister

Employees who are ordained (as defined by the United States Internal Revenue Department) will be allowed at the end of each calendar year to receive a corrected statement of their salary and house allowance, reflecting actual housing costs for ministers as defined by the United States Internal Revenue Department. The total of these revised statement to equal the total of the salary and house allowance approved by the church and included in the church budget.

Chair, Personnel Committee

Salary Reduction Agreement

Date: _____

_____ an organization exempt from tax under Internal Revenue Code section 501 (c) (3) (hereinafter referred to as the "Employer") and _____ a common law employee (hereinafter referred to as the "Employee") desire to enter into a legally binding salary reduction agreement with respects to amounts earned after the above effective date as permitted by Cod section 403(b) and the regulations thereunder so that the Employee may exclude from his gross income his Employer's contribution pursuant to this agreement toward the plan named below.

The Employee and Employer understand that the funds originate and the tax preference applies to amounts derived through a reduction of the Employee's salary or through the Employee foregoing a salary increase, and the Employer acts as a conduit for funds. Under Income Tax Regulations sections 403 (b).1(b)(3) the Employee is not permitted to make more than one agreement with the same employer during any taxable year of such Employee and this agreement is irrevocable with respect to amount earned while the agreement is in effect. However, the Employee may be permitted to terminate the entire agreement with respect to amounts not yet earned.

If the contributions under this agreement are based on a prescribed percentage of salary rather than a fixed dollar amount, the mere change in the amount of Employer's contribution because of an increase or decrease in salary during the year will not constitute a new agreement.

Therefore, effective as of the date above, the Employer and the Employee hereby agree that the annual compensation of the Employee shall be reduced by the following percentage or amount _____, and the Employer will make contributions to the Annuity Board of the Southern Baptist Convention to purchase for the benefit of the Employee a tax sheltered annuity contract which is fully vested, non-forfeitable and non-transferable under the following plan _____. The amount of the Employer's contributions pursuant to this salary reduction agreement shall be the amount by which the Employee's annual compensation is reduced under this agreement.

This agreement will remain in full force and effect during the continued employment of the Employee until it is terminated either by the execution of a new salary reduction agreement or by any other written agreement signed by the parties to terminate this agreement.

Name of Employer

Name of Employee

By Title

Signature of Employee

Employee Performance Evaluation

Employee's Name: Last

First

Middle Initial

Period of Report: From

To

Date Due:

Part 1: To be completed for ALL employees

| | | | | | | |
|---------------------------|--|--|--|---|--|---|
| Work Quality And Quantity | Job Knowledge | <input type="checkbox"/> Poorly informed, constantly requires assistance | <input type="checkbox"/> Lacks knowledge of some phases of work. Often requires assistance | <input type="checkbox"/> Adequately informed for job | <input type="checkbox"/> Good knowledge, understands all phases or work | <input type="checkbox"/> Thorough, comprehensive knowledge and mastery. |
| | Accuracy | <input type="checkbox"/> Makes recurrent errors | <input type="checkbox"/> Makes frequent errors | <input type="checkbox"/> Usually accurate, few errors | <input type="checkbox"/> Infrequent errors, precise most of the time | <input type="checkbox"/> Consistently without errors in work |
| | Legibility of Work | <input type="checkbox"/> Careless or illegible | <input type="checkbox"/> Sometimes unacceptable | <input type="checkbox"/> Neat and legible | <input type="checkbox"/> Very neat and legible | <input type="checkbox"/> Exceptionally neat and legible |
| | Judgment | <input type="checkbox"/> Not reliable | <input type="checkbox"/> Often faulty | <input type="checkbox"/> Usually sound | <input type="checkbox"/> Consistently sound | <input type="checkbox"/> Well above average |
| | Productivity | <input type="checkbox"/> Well below requirements | <input type="checkbox"/> Does just enough to get by | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Exceeds work requirements | <input type="checkbox"/> Well above average |
| | Personal Efficiency | <input type="checkbox"/> Frequent inefficient use of time | <input type="checkbox"/> Does not always use time wisely | <input type="checkbox"/> Satisfactory | <input type="checkbox"/> Rarely wastes time | <input type="checkbox"/> Uses time wisely |
| | Initiative | <input type="checkbox"/> Always waits for instructions | <input type="checkbox"/> Relies heavily on others, often needs reminding | <input type="checkbox"/> Works independently | <input type="checkbox"/> Industrious, willing to do more | <input type="checkbox"/> Exceptionally diligent |
| | Organization of Work | <input type="checkbox"/> Cannot manage workload or prioritize | <input type="checkbox"/> Allows workload to build up, has difficulty prioritizing | <input type="checkbox"/> Handles workload with normal ability | <input type="checkbox"/> Very good at prioritizing and handling workload | <input type="checkbox"/> Adept at workload and setting priorities |
| Work Characteristics | Communication with Supervisor | <input type="checkbox"/> Does not inform of progress or problems | <input type="checkbox"/> Occasionally neglects to inform of progress or problems | <input type="checkbox"/> Generally keeps supervisor informed | <input type="checkbox"/> Superior at keeping supervisor informed | <input type="checkbox"/> Exceptionally adept at informing supervisor |
| | Attitude | <input type="checkbox"/> Negative or indifferent | <input type="checkbox"/> Casual, lacks interest | <input type="checkbox"/> Good job commitment | <input type="checkbox"/> Shows interest and concern | <input type="checkbox"/> good work image and attitude |
| | Creativity | <input type="checkbox"/> Rarely has a new idea | <input type="checkbox"/> Occasionally has a new idea | <input type="checkbox"/> Average imagination | <input type="checkbox"/> Makes suggestions for new way of doing things | <input type="checkbox"/> Seeks new and better ways of doing things |
| | Stability | <input type="checkbox"/> Unable to work under pressure | <input type="checkbox"/> Shows effects of pressure | <input type="checkbox"/> Maintains calm under pressure | <input type="checkbox"/> Tolerates pressure above average | <input type="checkbox"/> In complete control |
| | Courtesy and Cooperation | <input type="checkbox"/> Uncooperative and discourteous | <input type="checkbox"/> Sometime blunt, discourteous | <input type="checkbox"/> Average | <input type="checkbox"/> Polite, tactful, cooperative | <input type="checkbox"/> Agreeable and pleasant |
| | Adaptability | <input type="checkbox"/> Inflexible, resists changes | <input type="checkbox"/> Has difficulty with change | <input type="checkbox"/> Moderately adaptable | <input type="checkbox"/> Adjusts quickly | <input type="checkbox"/> Exceptionally versatile |
| | Attendance and Punctuality | <input type="checkbox"/> Often absent or late without cause | <input type="checkbox"/> Lax in attendance and punctuality | <input type="checkbox"/> Avg. attendance and punctuality | <input type="checkbox"/> Good attendance and very prompt | <input type="checkbox"/> Always regular and prompt |
| | Personal Appearance | <input type="checkbox"/> Untidy or inappropriate | <input type="checkbox"/> Sometimes untidy and careless | <input type="checkbox"/> Well groomed and neat | <input type="checkbox"/> Careful about appearance | <input type="checkbox"/> Always neat and appropriate |
| Acceptance of Supervision | <input type="checkbox"/> Negative or indifferent | <input type="checkbox"/> Seems resentful | <input type="checkbox"/> Follows instructions | <input type="checkbox"/> Positive acceptance | <input type="checkbox"/> Welcomes instruction | |
| Overall Evaluation | <input type="checkbox"/> Inadequate | <input type="checkbox"/> Below requirements | <input type="checkbox"/> Meets requirements | <input type="checkbox"/> Exceeds Requirements | <input type="checkbox"/> Outstanding | |

Part 2: To be completed only for employees who currently hold supervisory positions

| | | | | | | |
|---------------------|-------------------------------------|--|--|---|--|--|
| Supervisory Ability | Leadership | <input type="checkbox"/> Unable to lead effectively | <input type="checkbox"/> Shows little leadership | <input type="checkbox"/> Displays average leadership skills | <input type="checkbox"/> Leads well | <input type="checkbox"/> Excellent leadership abilities |
| | Supervisory decision making | <input type="checkbox"/> Ineffectual | <input type="checkbox"/> Faulty judgement, requires supervision | <input type="checkbox"/> Decisions consistent with facts | <input type="checkbox"/> Sound decisions promptly made | <input type="checkbox"/> Highly effective |
| | Delegation of authority | <input type="checkbox"/> Extremist (too little or too much) | <input type="checkbox"/> Has problems delegating | <input type="checkbox"/> Normally effective | <input type="checkbox"/> Delegates wisely | <input type="checkbox"/> Extremely skillful delegator |
| | Organization and Planning | <input type="checkbox"/> Disorganized, weak planning | <input type="checkbox"/> Has problems organizing and planning | <input type="checkbox"/> Consistant and satisfactory | <input type="checkbox"/> Well planned and organized | <input type="checkbox"/> Thoroughly planned and organized |
| | Group productivity | <input type="checkbox"/> Well below established goals | <input type="checkbox"/> Somewhat below established goals | <input type="checkbox"/> Meets establish goals | <input type="checkbox"/> Exceeds established goals | <input type="checkbox"/> Outstanding |
| | Supervisory communication | <input type="checkbox"/> Weak in training or informing staff | <input type="checkbox"/> Ocassionally inadequate | <input type="checkbox"/> Average | <input type="checkbox"/> Frequently superior | <input type="checkbox"/> Highest degree of skill |
| | Employee Management | <input type="checkbox"/> Poor handling of employee grievances, counseling and discipline | <input type="checkbox"/> Fair handling of employee grievances, counseling and discipline | <input type="checkbox"/> Average handling of employee grievances, counseling and discipline | <input type="checkbox"/> Good handling of employee grievances, counseling and discipline | <input type="checkbox"/> Superior handling of employee grievances, counseling and discipline |
| Overall Evaluation | <input type="checkbox"/> Inadequate | <input type="checkbox"/> Below Requirements | <input type="checkbox"/> Meets Requirements | <input type="checkbox"/> Exceed Requirements | <input type="checkbox"/> Outstanding | |

Part 3: General remarks by supervisor. Give a brief narrative of Evaluation Interview with employee. List recommendations and suggestions made as a result of this interview. Briefly state performance goals for next evaluation period.

Part 4: (Optional) General remarks by employee. Indicate your work objectives and goals for the next appraisal period. Comment in this section if you do not concur with the evaluation.

Supervisor's recommendation regarding merit increase. _____

Employee's Signature: I hereby certify that his rating has been discussed with me by my supervisor. _____ Title _____ Date _____

Supervisor's Signature: _____ Title _____ Date _____

Signature of Reviewer: _____ Title _____ Date _____

Personnel Chairman Signature: _____ Approved/Not Approved _____ Date _____

Salary Administration

1. Garnishments. The church office will receive and process garnishments according to legal requirements. The Associate Pastor or other staff member should give guidance to the employee involved. Garnishments are discouraged.
2. Personnel records. The Associate Pastor will be responsible for setting up and maintaining a personal file on every regular and regular part-time worker. The file is to include a brief biographical sketch, salary record, pension and other records.
3. Work-day schedule. The regular daily work hours are from 8:30 to 5:00, Monday through Friday including a 60-minute lunch time. Hourly employee's working through the supper hour are expected to take at least a 30-minute supper time. Staggered work schedules may be necessary in certain operational areas but secretarial and custodial personnel should maintain regular work hours unless otherwise authorized.
4. Normal retirement. Normal retirement date shall be the first of the month following attainment of age 65.
5. Application. Applicants for employment will be expected to make application by written form and will understand that references will be checked and background checks with the local authorities will be obtained.

Policy for Service Anniversary Recognition

It shall be the policy of the _____ Baptist Church to recognize the faithful service of its regularly employed staff members in accordance with the following guidelines and in the following manner.

All active employees of the church, having a regular schedule of work and employed on a permanent basis, whether part time (less than 40 hours) or full-time, shall be honored and recognized in accordance with these guidelines.

Anniversary recognition shall be observed according to the following schedule, without regard to level of employment, except as specifically noted below. The schedule will apply equally to Pastor, Department Head, Secretary, Janitor or Such other qualifying employees.

It shall be the responsibility of the Personnel Committee to administer the program.

Fifth Year Anniversary

- Pastoral letter of recognition and appreciation
- Article in church paper recognizing 5 years of service by staff member
- Presentation by Supervisor (or Chairman of Deacons in case of Pastor) of 5 years service memento

Tenth Year Anniversary

- Pastoral letter of recognition and appreciation
- Article in church paper with picture recognizing 10 years of service by staff member
- Presentation by Supervisor (or Chairman of Deacon, in case of Pastor) of 10 years service memento. (Memento to differ in color shape, size, or some other manner to signify 10 years versus 5 years, or 15 years versus 10 years, etc.)

Fifteen Year Anniversary

- Pastoral letter of recognition and appreciation
- Article in church paper with picture recognizing 15 years of service by staff member
- Presentation by Supervisor (or Chairman of Deacon, in case of Pastor) of 15 years service memento. (Memento to differ in color shape, size, or some other manner to signify 10 years versus 5 years, or 15 years versus 10 years, etc.)
- Staff luncheon to recognize and award service memento. Church wide reception to recognize and award service memento to Pastor, Associate Pastor, and other professional classified personnel and others at the discretion of the Personnel Committee.

Twentieth Year Anniversary

- As in 15 Anniversary above

Termination of Employment

PASTOR: The Pastor may relinquish his office by giving at least two weeks notice to the church at the time of resignation.

The church may declare the office of Pastor to be vacant. Such action may take place at a meeting called for that purpose, which at least one week's notice has been given to the resident church membership. This meeting may be called by a recommendation of 75 percent majority of the Deacons, or by a written petition signed by not less than 75 percent of the resident church membership. The moderator of this meeting shall be the Chairman of Deacons. The vote to declare the office of Pastor vacant shall be a secret ballot and an affirmative 75 percent vote of the members present shall be necessary to declare the office vacant.

Except in instances of gross misconduct by the Pastor so excluded from the office, the church will compensate him with not less than three months of his total annual compensation. The termination shall be immediate, and compensation shall be rendered in not more than thirty (30) days.

MINISTERIAL STAFF: Any one individual of the Ministerial Staff may relinquish their office by giving a written resignation to the Pastor and Personnel Committee. The resignation letter must be read to the church two weeks prior to the time of resignation.

The church may declare the office of the Ministerial Staff, or any one individual to be vacant. Such actions may take place at a meeting called for that purpose, of which at least one weeks notice has been given to the resident church membership. This meeting may be called by a recommendation of the Personnel Committee, or by a written petition signed by not less than 75 percent of the resident church membership. The vote to declare the office of Ministerial Staff vacant shall be by a secret ballot and an affirmative 75 percent vote of the members present shall be necessary to declare the office vacant.

Except in instances of gross misconduct by a member of the Ministerial Staff so excluded from the office, the church will compensate him with not less than three months of his total annual compensation. The termination shall be immediate, and compensation shall be rendered in not more than thirty (30) days.

NON-MINISTERIAL STAFF: Any employee may relinquish their job position by giving at least a two weeks notice to the Pastor and Personnel Committee.

The Pastor and the Personnel Committee may terminate any employee's service by a written notice of two weeks.

Job Description: Pastor

Principle Function: The pastor is responsible for providing administrative leadership for the church and for using his skills in proclamation and pastoral care in meeting the needs of persons in the church and community.

Responsibilities:

1. He is the spiritual leader and overseer of the congregation.
2. Provide administrative leadership for the total church program.
3. Serve as chair or delegate and share the leadership of the Church Council with such other staff members as he may, from time to time, designate.
4. Proclaim the gospel and lead the church in proclaiming the gospel to the church and community.
5. Lead the staff and the church in a caring ministry for persons in the church and the community.
6. Lead or delegate the leadership of the congregational services: plan, coordinate and evaluate congregational services.
7. Preach at all worship services which include preaching or arrange for someone else to perform this function.
8. Serve as moderator of the church.
9. Recommend and advise on the selection of all staff members and in determining their duties.
10. Give supervision to other members of the church staff according to the staff organization set forth in the Church Organizational Chart.
11. Plan for and provide leadership in the observance of the church ordinances.
12. Conduct funeral services and wedding ceremonies as he is able, sharing and delegating to others on the staff responsibilities in this area.
13. Appoint committees as set forth in the Bylaws and other such special committees as the church may request or he may deem advisable from time to time.
14. Counsel with and assist in training deacons for their responsibilities.

Job Description: Associate Pastor and Administrator

Principle Function: The associate pastor is responsible for providing leadership in administration, proclamation and pastoral care as the church may require.

Responsibilities:

1. Assist the pastor in all areas of the pastor's work, as requested.
2. Coordinate the program organizations of the church
3. Lead the church in planning, conducting, and evaluating a comprehensive plan of business operation for the church.
4. Serve as purchasing agent for the church.
5. Give general direction to the week-day operation of the church office; supervise secretarial and clerical workers as assigned.
6. Direct the maintenance program of the church; work with the appropriate committee to establish a maintenance schedule and a housekeeping schedule.
7. Direct the food service program of the church; supervise the Manager of Food Service, Church Hostess and Wedding Consultant.
8. Work with the chairman of the Budget Pledging Committee and his committees in promoting the annual stewardship emphasis of the congregation. Promote a year round stewardship emphasis.
9. Establish a financial record system for the church and direct its operation.
10. Work with program organization leaders, the house committee and architects on projecting and evaluating need for additional buildings.
11. Work with the leaders of church organizations and age divisions to assign classrooms and church facilities for regular meetings and special activities.
12. Evaluate periodically the insurance needs of the church, in cooperation with the insurance committee.
13. Maintain an inventory of church property and equipment.
14. Periodically review wage and salary structures, personnel practices and fringe benefits, and make recommendations to the personnel committee.
15. Plan and produce general church publicity and promotion materials.
16. Take the lead in preparing the annual church budget. Gather from church leaders and staff the budget requests and compile the information for the Budget Planning Committee. Meet with the Budget Planning Committee as annual budget is prepared.
17. Perform other duties as assigned.

Job Description: Minister of Music

Principle Function: The minister of music is responsible for assisting the church in planning, conducting, and evaluation a comprehensive music ministry.

Responsibilities:

1. Direct the planning, coordination, operation, and evaluation of a comprehensive music ministry.
2. Coordinate the Church music ministry with the calendar and emphases of the church
3. Work with the Music Committee in determining music ministry goals, organization, leadership, facilities, finances and administrative process.
4. Assist the pastor in planning congregational services of the church, be responsible for the selection of music.
5. Be aware of weddings and funerals to be held in the church, be available for counsel and arrange and provide music for special projects, ministries, and other church related activities in cooperation with appropriate individuals or groups.
6. Direct music groups and congregational singing.
7. Be responsible for enlisting and training leaders for the church music ministry in cooperation with the church nominating committee.
8. Supervise the work of all music leaders in the music ministry.
9. Work in cooperation with the appropriate persons including the nominating committee in selecting, enlisting, training, and counseling with song leaders, accompanists, and other musicians who serve in church program organizations.
10. Coordinate the performance schedules of music groups and individuals in the functions of the church.
11. Give direction to a music ministry plan of visitation and enlistment
12. Supervise maintenance of and additions to music library and equipment; provide musical material, supplies, instruments, and other music equipment for use in the church's programs.
13. Keep informed on current music methods, materials, promotion and administration, utilizing them where appropriate.
14. Coordinate the training and use of instrumentalists and vocalists in groups or as individuals.
15. In consultation with the Music Committee prepare an annual budget to be recommended to the Budget Planning Committee..
16. Perform other duties as assigned.

Job Description: Minister of Youth

Principle Function: The director of Youth Ministry is responsible for assisting church program organizations to develop a comprehensive educational program for grades 4-12.

Responsibilities:

1. Advise with program organizational leaders to enlist workers for grades 4-12.
2. Conduct special training projects for workers in proper relationship to the church training program.
3. Advise in the use of program materials, equipment, supplies, and space by grades 4-12 in all church program organizations.
4. Assist with planning and conducting special projects (such as camps and retreats) for grades 4-12.
5. Work with organizational leaders to coordinate visitation for grades 4-12, and lead workers to visit prospects and absentees.
6. Work with program leaders and teachers and appropriate staff members to resolve philosophical, procedural, and scheduling problems in grades 4-12.
7. In consultation with the Youth Advisory Committee, prepare an annual budget for recommendation to the Budget Planning Committee.
8. Perform other duties as assigned.

Job Description: Minister of Activities

Principle Function: The Minister of Activities is responsible for leading the church in planning, conduction and evaluation a program of activities and recreation for church members and other persons.

Responsibilities:

1. Direct planning, coordination, promotion, execution, and evaluation of a balanced and comprehensive program of recreation activities for all ages (arts, crafts, camping, physical fitness, retreats, social recreation, sports, trips, tours, etc.).
2. Plan and promote activities in conjunction with the leadership of *existing organizations* (Sunday School, Discipleship Training, etc.).
3. Give direction to *special events* designed to strengthen church family ties and heighten church and community involvement.
4. Publicize programs regularly through the means available (the church newsletter, announcements, bulletins, and the news media when necessary).
5. See that all areas of recreation stay within the bounds of good taste and Christ's example to magnify Christ in every phase of the program.
6. Supervise building, church, recreation budget, and workers (paid and volunteer).
7. Keep records necessary for a recreation ministry and periodic reports to the church.
8. Maintain and schedule an accurate and up-to-date calendar of activities.
9. Supervise proper maintenance of the facility and all equipment. See that the facility is serviceable at all scheduled times.
10. Purchase all needed equipment through regular purchasing channels.
11. Work with the recreation committee in the formulation and implementation of policies and programs related to the total recreation ministry (to be submitted and adopted by the church).
12. Plan a functional budget to be adopted by the church.
13. Keep abreast of developments in administration, recreation, and religious education
14. Perform other duties as assigned.

Job Description: Minister of Education

Principle Function: The Minister of Education is responsible for assisting the church program organizations, except the church music program, in planning, conducting and evaluating comprehensive educational programs.

Responsibilities:

1. Lead the church in planning, conducting, and evaluating a comprehensive program of Christian education and training.
2. Serve as staff advisor for the educational facet of special and pastoral ministry areas such as homebound and nursing home Bible teaching programs.
3. Serve as educational resource person and advisor to the leaders of the following church program and service organizations: Sunday School, Discipleship Training, WMU, Men's Organization, and Church Library Services. Coordinate and unify the various organizations to avoid conflict, duplications and overlapping.
4. Develop special education and training projects such as camps, retreats, and study seminars for various age groups within the congregation.
5. Lead the church to be aware of the educational and curriculum materials available and lead the church to choose the most suitable.
6. Guide in the selection, enlistment, and training of workers.
7. Recommend suitable educational building space and equipment.
8. Develop and administer a Sunday School visitation program.
9. Maintain an adequate system of records.
10. Direct and promote the weekly officers and teacher's meetings.
11. In consultation with the leaders of the church program and service organizations formulate an annual budget to be recommended to the Budget Planning Committee.
12. Perform other duties as assigned.

Job Description: Director of Children's Work

Principle Function: The Director of Children's Work is responsible for assisting church program organizations to develop a comprehensive educational program for preschool and grades 1-3.

Responsibilities:

1. Advise with program organization leaders to enlist preschool and grades 1-3 workers.
2. Conduct special training projects for preschool and grades 1-3 workers in proper relationship to the church training program.
3. Advise in the use of program materials, equipment, supplies, and space used by preschool and grades 1-3 in all church program organizations.
4. Assist with planning and conducting special projects for preschool and grades 1-3 program organization groups.
5. Work with organization leaders to coordinate visitation for the preschool and grades 1-3 division, and lead workers to visit prospects and absentees.
6. Work with program leaders and teachers and appropriate staff members to resolve philosophical, procedural, and scheduling problems in the preschool and grades 1-3 division.
7. In consultation with the Preschool Committee prepare an annual budget for recommendation to the Budget Planning Committee.
8. Perform other duties as assigned.

Job Description: Church Treasurer/ Financial Secretary

Principle Function: The Financial Secretary is responsible for maintaining the church financial records and for preparing periodic financial reports.

Responsibilities:

1. Receive, supervise counting and depositing all church offerings according to church policy.
2. Post receipts and disbursements of all accounts according to financial system.
3. Post offerings weekly to individual accounts; file envelopes.
4. Prepare bank reconciliation statements monthly.
5. Prepare financial reports for Finance Committee, monthly church business meeting, prepare annual financial statements.
6. Make monthly, quarterly and annual government reports.
7. Check and total all invoices when approved; inform responsible persons of their budget expenditures.
8. Receive and answer queries concerning financial matters; maintain file of invoices, correspondence, and reports.

9. Prepare and issue checks in accordance to church policy.
10. Be responsible for getting pledge cards and envelopes to new members.
11. Check and compute weekly time cards of hourly paid workers, issue checks; issue checks to salaried workers semimonthly.
12. Perform other duties as assigned.

Job Description: Pastor's Secretary

Principle Function: The Pastor's Secretary is responsible for performing secretarial duties related to the Pastor's ministry.

Responsibilities:

1. Transcribe and prepare sermons for printing.
2. Transcribe dictation.
3. File correspondence and other assigned materials.
4. Act as receptionist to Pastor, make appointments and receive visitors.
5. Serve as secretary to the Church Council.
6. Coordinate baptismal services making sure notices are sent to the candidates who are to be baptized.
7. File letters, sermon materials and miscellaneous materials for the Pastor.
8. Keep Pastor informed as to deaths, illness and other crises of the membership.
9. Prepare and send in weekly newspaper ad.
10. Serve in special relationship to Chair of Deacons and deacon officers for secretarial needs.
11. Make and keep up to date record of Pastor's calendar and schedule.
12. Take Pastor's telephone calls.
13. Perform other duties as assigned.

Job Description: Associate Pastor's Secretary

Principle Function: The associate pastor's secretary is responsible for performing secretarial duties related to the associate pastor's ministries.

Responsibilities:

1. Act as receptionist to Associate Pastor; make appointments and receive visitors
2. Transcribe dictation.
3. File correspondence and other assigned materials.
4. Assist church committees assigned to Associate Pastor.
5. Prepare copy and layout for church paper in consultation with the Associate Pastor.
6. Keep ministerial staff informed about hospital patients, deaths, and other crises in the membership.
7. Inform Deacons' committee of crises in need of ministry.
8. Requisition and order office supplies.
9. Maintain personnel file.
10. Train and supervise volunteer clerical workers as needed.
11. Perform other duties as assigned.

Job Description: Educational Secretary

Principle Function: The Educational Secretary is responsible for performing secretarial duties related to the educational ministries. She is secretary to the Minister of Education.

Responsibilities:

1. Maintain Sunday School and Discipleship Training, Woman's Missionary Union and Baptist Men's Organization records and files: compile and type reports as requested.
2. Perform stenographic work for the educational staff and program.
3. Maintain master educational files.
4. Maintain prospect and visitation file for Sunday School.
5. Maintain training files for Discipleship Training program.
6. Compile literature orders: open, check and prepare literature for distribution.
7. Train and supervise volunteer clerical workers, as needed.
8. Perform other duties as assigned.

Job Description: Activities Secretary

Principle Function: The Activities Secretary is responsible for performing secretarial duties related to the activities ministry. She is secretary to the Minister of Activities.

Responsibilities:

1. Maintain all activities ministries records and files; compile and type reports as requested.
2. Perform stenographic work for the activities staff and program.
3. Maintain file of volunteer workers in the activities program.
4. Serve as receptionist for the activities building and be responsible for receive persons who come into the building and receiving all telephone calls for the building.
5. In case of emergency, serve in the activities building in whatever capacity assigned.
6. Perform other duties as assigned.

Job Description: Music Secretary

Principle Function: The Music Secretary shall serve as secretary to the Minister of Music and care for all the secretarial needs related to the music ministry.

Responsibilities:

1. Maintain accurate weekly attendance records of all members in the music ministry.
2. Type all correspondence for the Minister of Music.
3. Type weekly music material for the Church paper, special programs and other matters of promotion and publicity.
4. Help keep choir room, robe room, and choir offices in order.
5. Assist in planning and executing all choir special services.
6. Keep file of all music materials, number all music, maintain file of single copies and assist in keeping all music and materials put away.
7. Assist with music in educational ministry as requested and time permits.
8. Maintain library and equipment inventories.
9. Prepare workbooks and study materials for the graded choirs as assigned.
10. Work with choirs, ensembles, and soloists in regular and special rehearsals and special services as assigned.
11. Prepare weekly orders of worship for printing.
12. Perform other duties as assigned.

Job Description: Custodians and Maids

Principle Function: The Custodians and Maids are responsible for maintaining clean buildings and grounds ready for use for church activities.

Responsibilities:

1. Maintain floors according to schedule; dust furniture and equipment; wash walls and windows, and vacuum carpets as scheduled.
2. Maintain clean rest rooms and replenish supplies.
3. Make request to Building Superintendent for cleaning and maintenance supplies and equipment as needed.
4. Operate heating and cooling equipment according to schedule.
5. Prepare baptistery for use as directed and clean following use.
6. Open and close building daily as scheduled.
7. Mow grass, trim shrubbery, maintain clean church entrance, sidewalk and parking areas.
8. Check with Building Superintendent daily for special assignments.
9. Move furniture, set up tables and chairs for suppers, banquets, and other similar occasions; and set up assembly and classroom areas for regular activities.
10. Prepare facilities for special use as requested by Building Superintendent.
11. Assist when facilities and arrangements are needed for weddings. (Extra remuneration according to church policy.)
12. Perform other duties as assigned.

Job Description: Minister of Senior Adults

Principle Function: The minister to senior adults is responsible for assisting church program leaders in planning, coordination, operation and evaluation of a total program of activities and ministry with senior adults.

Responsibilities:

1. Survey the needs and consider realistically the area of concern to be included in a ministry to senior adults.
2. Keep church informed of senior adult needs and ministry plans through all appropriate channels.
3. Work with nominating committee and education staff to secure leadership the ministry will call for.
4. Plan and participate in a continuous visitation program of senior adult members, particularly those in hospitals, nursing homes, and homebound shut-ins.
5. Plan trips and special events for senior adults.
6. Help enlist and supervise senior adults to do volunteer work in the ministries of church.
7. In consultation with Senior Adult Committee formulate a budget for the Senior Adult Ministry and recommend it to the Educational Ministry Committee.
8. Perform other duties as assigned.

Job Description: Organist

Principle Function: The Organist is responsible for serving as organist in the services and activities of the church.

Responsibilities:

1. Play for all services of the church, both regular and special as directed by the Minister of Music.
2. Play for special meetings within the church such as evangelistic conference, weddings and funerals, when requested.
3. Accompany choir rehearsals as directed by the Minister of Music.
4. Maintain an accurate account of organ needs and maintenance and notify the Minister of Music
5. Perform other duties as assigned.

Job Description: Pianist

Principle Function: The Pianist is responsible for serving as pianist in the services and activities of the church.

Responsibilities:

1. Play for all services of the church, both regular and special as directed by the Minister of Music.
2. Play for special meetings within the church such as evangelistic conference, weddings and funerals, when requested.
3. Accompany choir rehearsals as directed by the Minister of Music.
4. Perform other duties as assigned

Writing Better Job Descriptions

Written by R. Chip Turner for Church Administration Magazine, July 1981

Are job descriptions merely "necessary evils" imposed by church committees or are they effective tools in church administration? One's answer probably indicates the attention he gives to preparation of job descriptions. Sizeable dividends may be expected when well-written descriptions are provided for and used by all staff members and employees.

Why Write Better Job Descriptions?

First, quality job descriptions are useful in the selection process for new staffers. Personnel committee members are aided in their efforts to secure qualified individuals for each staff position. These guidelines also help assure consistency in successive hirings.

Second, better job descriptions lessen the chance of frustration and misunderstanding between the new staff member and the pastor of personnel committee. Far too often a person discovers after a few weeks in a new position that the job description and actual expectations vary widely. This situation seems to be particularly prevalent among staff ministers.

For instance, I recently visited with a man who moved to a new field of service as "minister of education." He expected to have primary responsibility for the religious education ministry of the church and to also share in other ministerial functions as assigned by the pastor. This was the position outlined in detail by the job description. In actuality, the pastor wanted an associate pastor who would give limited attention to religious education and considerable time to pastoral work.

Sizeable dividends may be expected when well-written descriptions are provided for and used by all staff members and employees.

Both associate pastors and ministers of education are needed in many churches. Some individuals function effectively in a combination role, but this assumption (and presumption) should not be made without including such expectations in the job description. In the case of the previously mentioned minister of education he had sought God's leadership in a role for which he was not actually being employed by the church. His frustration, tension within the church staff and family, and his eventual resignation could have been avoided with a well-written job description.

A third reason for writing better descriptions is their value as an evaluation tool of job performance. Through regular assessment sessions, at least annually, staff members and personnel committees realistically determine progress toward desired goals. If job descriptions are not properly designed, these assessment times are less effective. Lofty, vague documents may sound impressive but do little to facilitate movement toward desired objectives of the individual and church.

Closely akin to the third reason is a fourth. Good job descriptions help staff members experience feelings of genuine accomplishment when responsibilities are carried out in a quality manner.

For instance, a secretary who meets or exceeds basic expectations is entitled to feel she is making a significant contribution toward the church's ministry rather than simply performing a daily chore. She has enabled the ministerial staff to streamline in-office time and devote more hours to direct, people-reaching functions. Positive feelings about professional achievement and self worth tend to prolong length of service on the church staff.

Who Is Responsible for Writing Better Job Descriptions?

Though situations vary from church-to-church, the pastor and personnel committee generally fall heir to the design responsibility. Some larger churches use the services of a subcommittee of the personnel committee, along with the direct staff supervisor, to fashion the description.

Extensive input of the pastor is essential if the job description is to be realistic and effective. As pastor, he will be the day-to-day administrator who must interpret provisions. If he does not agree with content or meaning, potential for trouble exists at the outset of employment. A pastor's investment of time in guiding construction of job descriptions will save him multiplied hours of dealing with problems caused by poor descriptions.

How to Write Better Job Descriptions

For some, the task means starting without existing ones. In such a case, pastor and personnel committee may want to study guidelines of other churches and consult such books as Leonard Wedel's *Church Staff Administration*.

An excellent beginning point for updating or initiating job descriptions is to ask current staff members for an outline of their current responsibilities. Responses to written questionnaires and personal interviews indicate priorities as seen by the workers. An added benefit is improved staff morale. People like to feel input is valued by supervisory personnel. Prevailing attitudes and evidences of staff harmony are likely to surface, too, giving indication of the existing climate.

Guidelines for Writing Better Job Descriptions

Several suggestions may be helpful in the design phase of job descriptions, including understanding your task. An adequate definition of a job description is:

"an organized summary of the duties and responsibilities involved in a position such as pastor, minister of education, ministry of music, business administrator, minister of youth, organist, maintenance supervisor, stenographer, secretary, financial secretary, receptionist, record clerk, hostess or director of food services, cook, custodian, and maid."

This definition underscores the need of a job description for *every* salaried individual.

Preceding the actual writing must be a determination of basic qualifications desired in every candidate for a particular position. Some jobs may call for specific *educational preparation*. For example, if a congregation expects the pastor to be seminary trained, this understanding would be clarified in advance of a search. What about training required for other staff members?

Certain *skills* are essential for every staff position. For instance, a secretary must be able to type. Must she possess skills to type a certain number of words per minute? Must she have the skill to take dictation?

Questions like these are even more important when more than one person holds a similar position. If each person does not meet a certain standard, potential for jealousy exists. One person may have to "take up the slack" in work too. This unequal "yoking" sparks tension in many cases.

What special skills are required for each position being described by your study group?

An adequate definition of a job description is: "an organized summary of the duties and responsibilities involved in a position."

What about *experience*?— Is this an issue which is negotiable with each hiring or will the church expect a standard to be met each time?

Is *physical health* a determining factor? — Make this determination before a person is selected by the personnel committee.

Aside from specific qualifications for each position, some elements are common to all:

1. A good job description is *simple and clear*. You probably have read some descriptions which were so complicated and filled with large words that they said nothing to most readers...not even to the employees! Leonard Wedel suggests wording for job description to be "terse, direct, and specific." he advises avoidance of general terms such as "handle," "responsible for," "seldom," "occasional," or "frequent." Each of these words has multiple meanings, Instead use words which have singular, definite meaning.

If the church currently has an individual employed in the position for which the description is being written, let him or her check the draft for clarity.

2. A good job description is *specific, yet flexible*. For most positions a complete listing of responsibilities is difficult. This difficulty should not eliminate efforts to be as specific as possible. Being so broad as to be vague is unfair to the employee. He cannot be certain he ever achieves up to expectation. Equally, the personnel committee and church are unable to measure progress.

Specific descriptions should not exclude flexibility. God calls the whole man or woman to a place of service, with all accompanying talents. These talents ought to be used in the church's total ministry. Each individual needs to be a fully contributing team member.

3. A job description must *delineate boundaries*. No staff members should feel that he possesses all of a certain ministry. The church is entitled to employ the gifts of every staff members. However, certain guidelines are required to maintain order, balance, unity, and organization.
4. A job description needs to be *realistic*. Too often these documents are designed so as to require the full-time involvement of multiple persons, rather than a single individual. when unreal guidelines are set forth, they tend to overwhelm. the employee may:
 - experience a sense of hopelessness and withdraw. (The entire program suffers when this happens.)
 - specialize on a few points and ignore the others. (Certain important elements of the ongoing ministry will fade or die.)
 - feverishly bounce from one responsibility to another, not doing a good job in any area. (This response may prove harmful to physical and mental healthy. Operating form a constant crisis point begins to influence personal relationships with the rest of the staff team.)
5. A good job description is *subject to annual review*. (Mention was made of this review process earlier.)

A good job description is:

- ***Simple and clear***
- ***Specific, yet flexible***
- ***Delineates boundaries***
- ***Realistic***
- ***Subject to annual review***

Some benefits of annual job description review are:

- The review makes the employee feel like his position is important, gaining the attention of a broader constituency than the supervisor.
- The review lessens changes of unwritten guidelines being added over the years of an employee's tenure. For instance, a staff member recently retired after over twenty years in one church where annual review was not in force. When the personnel committee started seeking a replacement, they studied the accumulated responsibilities of the twenty-plus year retiree. they discovered the need of employing an additional staff member to care for the "extra" responsibilities the former staff member had assumed since employment. Thus, annual review points out the need for additional staff members.
- Annual review eliminates duplication of efforts among staff members. Overlapping responsibilities can lead to considerable staff friction.
- Annual review offers opportunity of benefiting from an employee's newfound (or recently acquired) gifts and interests. In consultation with and by agreement of staff members, new ministries may be born. A church's ministry is broadened, along with the horizons of the staff member.
- Annual review helps staff members recognize weaknesses in their work before a serious problem arises within the work force. A feeling that everyone is "carrying his part of the load" strengthens the teamwork concept.

Some benefits of annual job description review are:

- *Employee feels like his position is important*
- *Lessens changes of unwritten guidelines*
- *Eliminates duplication of efforts*
- *Offers opportunity of benefiting from an employee's newfound gifts and interests*
- *Helps staff members recognize weaknesses*

Why not begin today? Dust off those job description sheets. Call a meeting of the personnel committee. Write better job descriptions for every member of your staff!

Developing Leaders ❖ Strengthening Families ❖ Equipping Leaders for Ministry

Compiled by Roy Lee Saint, Associate Director
Leadership and Life Development Department
Florida Baptist Convention
1230 Hendricks Avenue
Jacksonville FL 32207
800.226.8584, extension 3070
Fax: 904.596.4453
Email: rsaint@flbaptist.org

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