

PERSONNEL POLICY MANUAL

for Clemson Presbyterian Church (CPC)

Introduction

Clemson Presbyterian Church is a body of believers who have banded together in their common faith to perform the ministry of sharing the gospel of Christ, worshiping God, and building up the body as well as the individual believer. From the body, certain individuals are lead by the Holy Spirit to provide leadership, exhibit certain talents and gifts, and to minister and equip the other members of the body. This leadership can be categorized by two distinct groupings; the paid staff member and the volunteer leader.

To provide uniform administration of the employment of those individuals who are paid by the church for their leadership and ministry, these policies and procedures are developed and promulgated. It will be the responsibility of each individual staff member to become familiar with the provisions of these policies and procedures as well as applicable Federal, State, and Local regulations concerning personnel employment practices. Development, modification, and additions or deletions to these policies and procedures will be the responsibility of the Personnel Committee. Implementation and administration of the policies and procedures will be the responsibility of the Personnel Committee.

I. Employment

CPC will employ ministers and staff in accord with the Book of Church Order and guidelines adopted by the Session and Personnel Committee as appropriate. All employees will be professing Christians and active members of an evangelical Christian church. The church will seek to employ personnel who are or will become members of the congregation.

A. Categories of Employees. Administratively, four basic categories of individuals exist with the church organization:

1. Ministry Staff Pastors: the Senior Pastor, Associate Pastor, ~~Associate~~ Associate Pastor of Youth and Families.
2. Ministry Directors: Director of Children's Ministries.
3. Support Staff: Organist, Office Manager, Youth Assistants, Preschool Director and Children's Ministry Support, Children's Ministry Administrative Assistant, Preschool Director, Administrative Assistant, Housekeeper, Financial Staff, Pianist, Music Associate, Nursery Paid Workers, Co-Nursery Coordinator, Mercy Ministry Coordinator and such.
4. Volunteers: Elders, Deacons, teachers, and all other positions of the formal church organization that are filled by individuals not in a pay status.

B. Category by Hours Worked. Individuals who receive payment for their service or work will be categorized as:

1. Full-time Professional (FTP): Professional ministry and director personnel who work the equivalent of 40 or more hours per week in their position.
2. Part-time Professional (PTP): Professional ministry and director personnel who work less than 40 hours per week in their position.
3. Full-time Support Staff (FTS): Support staff personnel who work the equivalent of 40 or more hours per week in their position.
4. Part-time Support Staff (PTS): Support staff personnel who work less than 40 hours per week in their position.

C. Category by Pay Status. Individuals will be categorized at the time of employment as either a salaried individual or an hourly wage employee. As a general rule, all FTP and PTP will be salaried personnel. Support staff normally will be hourly wage and assigned as determined by the Personnel Committee.

D. Procedures for Filling Vacancies

1. The Elders will act as an established search committee or delegate that responsibility to a constituted temporary committee for the filling of all ministry full time and part time positions.
 - a. When a FTP, PTP, or FTS vacancy occurs either through termination of an incumbent or establishment of the position, the Personnel Committee with the approval of the Session, when necessary, will review the criteria for the position, the position description, and determine necessity for filling. A search committee will be established with Session recommended guidelines to fill the position. PTS vacancies if approved will normally be filled by the head of the particular ministry.
 - b. The search committee will seek qualified individuals from within the membership first and then from other evangelical, Christian churches and agencies to fill the position as lead by the Holy Spirit.
 - c. Recommendation and subsequent approval of individuals for the position will be in accordance with the provisions of the Book of Church Order (BCO) and Session guidelines.
2. The Personnel Committee (PC) will act as employment authority for Ministry Staff, Directors and Support Staff personnel.
 - a. When vacancies occur either through termination of an incumbent or establishment of the position, the Session, relevant ministry staff and the Personnel Committee working together as an Administrative Committee (AC) will review the criteria for the position, the position description, and determine the necessity for filling.
 - b. The AC or its delegated representatives will seek qualified individuals from within the membership to fill positions as led by the Holy Spirit. All applicants for paid positions will complete the necessary Personnel Application Form.
 - c. Selection and terms of employment will be made by the AC in accordance with these policies and procedures and as directed by the provisions of the Constitution/Bylaws and applicable federal and state hiring regulations.
 - d. All individuals employed by CPC will have an executed contract agreement noting any modifications or provisions for employment, which will include a background check. In that contract agreement the employee acknowledges the terms of employment and any other provisions of employment at CPC. Employment is not considered valid until that contract is signed and acknowledged by the Personnel Committee.
3. During the first week of employment, the Supervisor of the new staff member will conduct an orientation, using the orientation check list. This will ensure that the employee is familiar with the church community, along with the policies, procedures and requirements of the position.

II. Performance of Duties

The terms of employment are to be understood and agreed to prior to official recognition of acceptance. At the time of employment the position description for the job will be reviewed and any changes or modifications agreed to by both the individual and the employing committee. Subsequent revisions to the position description will be made with the agreement of both the church as represented by the Personnel Committee and the individual concerned. The terms of employment and the agreed upon responsibilities will be the basis for evaluation of job performance. The position description will be reviewed and updated at least annually by the supervisor of the position.

All individuals, except for the Senior Pastor, will have some designated supervisor who will have the responsibility for the directing, coaching and evaluating the individual employee's performance.

A. Job Performance Evaluation

1. Each employee shall be evaluated annually by his/her supervisor for job performance with at least one additional progress review. The Senior Pastor will be evaluated by the Session.

The purpose of this evaluation will be to:

- a. Improve relationships between supervisor and the particular employee.
 - b. Promote growth and development job responsibilities
 - c. Provide an acceptable forum on the part of the employee and the church for a candid discussion of job performance.
 - d. Provide an objective basis to change unsatisfactory performance and reward exceptional performance.
2. The standard by which employee performance will be measured will be the individual position description, mutually agreed upon job expectations, and any other mutually agreed upon objectives for job performance improvement.
 3. Employee performance evaluation will be carried out using the CPC Employee Performance Review Form. The supervisor will forward complete evaluations to the Personnel Committee prior to 1 July of each year according to the previously published schedule. Evaluations will be completed following the instructions on the form. Employee/supervisor conferences are required prior to acknowledgement signature by the employee.

B. Performance Counseling. Evaluation must be redemptive. Whenever an employee does not measure up to the expectations of the supervisor, then actions will be taken by that supervision to coach, counsel, and exhort that employee to desired performance. A plan for improvement must be set out in mutually agreed upon objectives for the next reporting period. The individual will be assessed during the next year upon these objectives as well as general job performance.

III. Termination

CPC will ensure that professionally competent, theologically sound, and spiritual moral persons are retained in employment. CPC exercises the employment-at-will doctrine when administering the personnel actions of the church. Individuals may be terminated from their positions of employment or leadership in a variety of ways.

A. Resignation. The church expects any employee to give the church two weeks written notice of intent to resign. The employee should continue to work for the two-week period unless he/she wishes to use any portion of unused vacation. The church when provided with appropriate notice may elect not to require the employee to work the balance of the two weeks. The employee shall be paid for any unused vacation earned in that calendar year.

- B. Forced Termination.** CPC retains the right to terminate an employee for any reason not prohibited by law. This includes employee misconduct, impropriety, and marginal or unsatisfactory job performance.

Termination that is the result of punitive action will come as the result of the process discussed in the section titled V.CONDUCT in this personnel manual.

Any forced termination of an employee must receive the approval of the Senior Pastor, the Pastors involved, the Session and the Personnel Committee.

Employment at CPC is taken at the pleasure of the church. Termination because of reduction in work force and program modification is an option that may be exercised by the church. In the event of non-punitive forced termination for Ministry and Program staff, the church will provide written notice of three weeks severance pay plus compensation of any unused vacation earned in the calendar year. In the event of non-punitive forced termination for support staff, the church will provide written notice of three weeks severance pay plus compensation for any earned but unused vacation (providing the employee has a minimum of three years of service to qualify.)

Full-time employees may receive an allowance in addition to any severance pay at the time of termination based upon years of continuous service. A service allowance is usually granted to employees who retire or are terminated in a favorable status. Employees who resign for other positions or who are terminated in a less than favorable set of circumstances will not usually receive a service allowance. The amount of any service allowance will be determined by the Personnel Committee.

IV. Periods of Work

CPC will be responsive to the needs of membership, community, and others who need spiritual and ecclesiastical assistance. The Senior Pastor will be responsible for ensuring a pastoral staff member is available at all times whether the church office is open or not, to provide assistance, support, or church action. The objective will be to provide office and ministry support to meet the needs of the body.

- A. Office Hours.** Office hours of ministry and program activity director personnel will be scheduled by the Senior Pastor. Hours may be flexible depending upon criteria of the position. Full-time staff members are expected to spend at least one announced and consistent eight hour period weekly in his or her office in addition to Sunday if applicable. Sunday is considered a mandatory working day for FTP and PTP personnel. Office hours for support staff will be designated by the individual's immediate functional supervisor. Normally, FTS will work from 8:00 a.m. to 5:00 p.m. daily Monday through Friday. Working hours of custodial and other named positions as designated by the supervisor of the respective position will vary by the needs of the position and may not conform to designated church office hours or weekly schedule.
- B. Holidays.** All full-time employees of the church will receive paid holidays on the following specified days: New Year's Day, Good Friday, Memorial Day, Independence Day, Labor Day, Election Day, Thanksgiving (Thursday and Friday), Christmas Eve and Christmas Day. Normally when the holiday falls on Saturday, Friday will be observed. When the holiday falls on Sunday, Monday will be observed. When Christmas Day falls on Thursday, the day after Christmas will be observed instead of Christmas Eve. Exceptions or changes must be approved by the Senior Pastor or his designate. Staff is entitled to pay for a holiday only if the holiday falls on a day normally worked by the employee.
- C. Absences.** Absence from work with a continuation of employee salary and benefits will be granted full-time employees after the third month of employment. Part-time employees are not eligible for absence benefits unless these are specifically granted via contract and approved by the Personnel Committee at the time of employment.

1. Unplanned Absences. Considerations will be granted to Full-time employees and staff for certain unexpected and/or emergency absences.
 - a. Absence due to death of a member of immediate family or household. Immediate family is considered spouse, children, in-laws or parents. The employee may be paid for the absence from work for a period not to exceed 3 days. Any additional paid absence must be approved by the Personnel Committee.
 - b. Absence due to death of relative other than immediate family. The employee may be paid for the absence from work for a period of up to (1) work day. Additional paid absence must be approved by the Personnel Committee.
 - c. Absence due to legal responsibility. Civic responsibilities such as jury duty, witness, and short-term military duty will be granted with pay for the period of time specifically fulfilling those responsibilities. If an employee's obligation does not require the full work day, then the employee is expected to report to the church for the remainder of the day. Pay or compensations received for civic duties will be retained by that employee in additions to his or her regular church pay. Personnel who are called to military duty in excess of two weeks will be retained in an employment status; however, base salary will be suspended until the individual returns.
 - d. Absence due to sickness.
 - 1) *Personal Illness*. Illness requiring absence from regularly assigned duties should be reported and recorded by their supervisor by 9:30a.m. Each day the individual is absent from work the individual should provide their supervisor the best possible information concerning the date they expect to be able to return. Under certain conditions as determined by the Senior Pastor and the Personnel Committee, serious illness in the immediate family may be classified as "personal illness." Extended absences will be administered under the provisions of the Family Medical Leave Policy below.
 - 2) *Sick Pay Allowance*. At the discretion of the Senior Pastor, Session or the Personnel Committee, absence from work will be granted with full benefits based upon the following schedule:
 - a) Employees with less than three months will not be granted sick pay allowance.
 - b) FTP and FTS personnel with three months to two years of continuous service may receive full pay for each day of absence up to a maximum of two calendar weeks per year and may accumulate up to a maximum of three calendar weeks.
 - c) FTP and FTS personnel with two to five years of continuous service will receive full pay for each day of absence up to a maximum of four calendar weeks per year and may accumulate up to a maximum of eight calendar weeks.
 - d) FTP and FTS personnel with more than five years of continuous service may receive full pay for each day of absence up to a maximum of twelve calendar weeks.
 - e) After all sick leave benefits have been used, then continued absence will be charged against any accumulated annual vacation. After this, the employee may be placed in a leave without pay status by the Personnel Committee in accordance with the provisions of the Family Medical Leave Policy. Sick leave that has accumulated during the employee's tenure is forfeited without pay upon

termination. Sick leave may not be used as leave unless the individual is actually sick.

- e. Inclément Weather. In the event of severe weather conditions, employees will not be expected to come to work. It will be the responsibility of the Senior Pastor or his designate to determine whether weather conditions will cause a risk to employee travel or safety. When work is terminated due to inclement weather, all employees scheduled to work during the period of the work day canceled will be granted time off with pay.
2. Planned Absences. Absences from the workplace at the request of the individual employee will be granted as authorized by these procedures:
- a. Absences due to personal business. Employees who desire to leave the office for short periods of time may do so as granted by their immediate supervisor. Up to two one-day absences may be granted by supervisors per year for personal business. Such absences must be coordinated through the Senior Pastor or his designate.. Periods of absence due to personal business that extend beyond one day requires the employee to utilize vacation.
 - b. Absences due to Leaves of Absence. Absence from work without pay for any employee may be recommended by the ministry supervisors with the approval of the Personnel Committee. Authorization for unpaid leave of absence comes from both the Senior Pastor and the Personnel Committee. Leaves of Absence with pay will not be authorized.
 - c. Absences for Sabbatic Leave. Absences from work for professional employees for independent study or self improvement may be granted for up to one full semester (six months). Approval for such request must be granted by both the Senior Pastor and the Session. No more than one full-time professional staff member may be absent at the same time. Sabbatic Leave will be granted based upon the merits of the proposed study, the financial ability of the church to support such leave, and the personnel requirements of the church. Sabbatic Leave may be granted to a FTP every seven years.
 - d. Absence due to Church related business.
 - 1) Conferences, Conventions, Seminars, Workshops, etc. Two weeks, which may include two Sundays, annually will be allowed away from the church. Absences will be approved by the Senior Pastor and Personnel Committee. Requests for such absences must include dates, costs, and specific training or ministry objectives.
 - 2) Training. Attendance at weekday training sessions conducted by denomination, state, association or other recognized instructional agencies may be authorized by the Senior Pastor as the needs of the church dictate. Requests for such absences must include dates, times, costs, and specific training or ministry objective.
 - e. Absence due to non-Church related professional business. Non-church related professional business includes the minister's or director's participation in revivals, campaigns, leadership conferences, training sessions, etc. FTP staff members with up to four years of continuous service will be allowed ten days with a maximum of two Sundays away from the church. Those FTP staff members with five years and up of continuous service will be allowed fifteen days, with a maximum of three Sundays away from the church. Requests for such absences must be approved by the Senior Pastor/Session.

- f. Absences due to vacation. Paid vacations will be granted to FTP and FTS personnel annually. Schedules for vacation periods will be approved and coordinated by the Senior Pastor or his designate. Vacation periods will be granted based upon the church calendar and the individual's desires. When scheduling absences, sufficient staff and personnel must be present daily to adequately carry out the functions of ministry and operation of the church. Periods of absence will be governed by the table which follows. Under most circumstances no FTP staff member be allowed a vacation period that includes more than three consecutive Sundays. An employee must have worked at least half a month in order to receive vacation credit for that month. Pay will not be granted for any other accumulated leave.

Ordained Pastors will receive a minimum of 4 weeks vacation and additional time as approved by the Session for periodic study and sabbatical leave as noted above.

While PTP are not eligible for normal vacation benefits as outlined in this section, it is recognized that time away from work is expected for family trips, personal needs, etc. Part Time Professional employees who are regularly scheduled to work fifty two (52) weeks per year and twenty (20) hours or more per week are eligible for up to two (2) weeks of paid leave of absence following the chart shown below. For any additional time away from work in excess of two (2) weeks, pay compensation will be adjusted based on the time away. It will be the responsibility of the employee and his/her supervisor to ensure proper notification and documentation is made to the church treasurer (normally this is done through time sheets).

Vacation Allowance for FTS Personnel

Length of continuous service	Vacation allowance
After Three months	1 day **
Six months	4 days
Seven months	5 days
Eight months	6 days
Nine months	7 days
Ten months	8 days
Eleven months	9 days
Twelve months	10 days
One to Five years	10 days + 2 Sundays
Six to Ten years	15 days + 3 Sundays
Eleven years and up	20 days + 4 Sundays

** A day of vacation is interpreted to mean a working day.

An employee who is unable to utilize vacation leave during the calendar year earned due to circumstance beyond their control may, at the discretion of the Senior Pastor and the Personnel Committee, take that vacation period during January or February of the following year. Otherwise, vacation may not be accumulated from year to year. It is lost unless taken in the calendar year earned. Employees do not accumulate earned vacation during the probationary period of employment (the first year) unless specific allowance has been granted by the Personnel Committee upon employment of the individual.

- g. Lunch/Rest Breaks. A one-hour lunch break is provided for all employees. Scheduling of the lunch break is the responsibility of the employee's direct supervisor. It is recommended that a minimum of one-half hour be taken by the employee away from the desk during the lunch period. Employees may with the

approval of their supervisor work occasionally through lunch with the objective of leaving early. Rest breaks are encouraged for all employees but are limited to fifteen minutes each in the morning and the afternoon.

- h. Military Duty. Employees who are in the Reserves of the U.S. Armed Forces or the National Guard shall be granted Military Training Leave or Absence to participate in the required active duty with their units. This type of absence normally will not exceed two weeks. Employees who are members of the Reserves of the US Armed Forces or the National Guard who are called to active duty by Executive or Congressional call for an extended period of time will be placed on Military Leave of Absence without pay. Benefits may be suspended at the discretion of the Personnel Committee until the employee returns to active employment.
- i. Family Medical Leave Policy. All employees may be eligible for 12 work weeks of unpaid family and medical leave every twelve months if they have worked for Clemson Presbyterian Church at least one full year and at least 1,250 hours during the 12 months preceding the leave request.

Family Medical Leave (FML) may be requested for:

- Care of newborn child or adoption/foster care
- Care for immediate family member who has a serious health condition
- Recuperate from their own serious health condition

The 12-month FML period will be measured from the date the employee is absent for family/medical leave. Only one 12 week period will be granted per family per year in the event of multiple family employments. When approved by the position supervisor and the Personnel Committee, employees may take periods of intermittent FML or reduced hours of employment.

The employee will be required to provide a 30 day advanced notice by completing application with the supervisor/Personnel Committee. Sufficient evidence should accompany the application to adequately determine appropriate FML utilization. When employees cannot give 30 days notice, they should give notice as soon as possible; as a minimum within 3 days by phone or other direct means. A certification by an authorized health care provider must accompany the request for FML. The Church reserves the right to require a second opinion at its expense to verify the condition of FML.

At the time of FML application, the supervisor/Personnel Committee will ascertain the amount of regular, sick, and other types of vacation and leave time available to be used before the employee is placed on a leave-without-pay status. The total period of 12 weeks FML includes the period of paid leave and unpaid leave. During the period of FML all benefits granted to the position (medical, life/dis ability insurance, retirement, etc.) will continue as if the employee were not on leave. If the employee pays for coverage or a part of the coverage, arrangements must be made with the supervisor/Personnel Committee to make those payments. Failure to make employee contributions may result in benefit termination. In the event the employee fails to return to work at the end of the requested FML, the church may exercise the option to recover costs of any payments made to continue the coverage during the FML.

While the employee is on leave they should report periodically that status of their situation and intention to return to work. When the employee returns to work after leave due to their own serious medical condition, a certification by the attending physician will be required stating the employee is able to return to work. When an employee returns to work after FML they will return to their original or equivalent position with the same pay, benefits and other terms as if they had not taken leave.

V. Conduct

All persons who carry out ministry or support positions, whether they are being paid for their services or the person is a volunteer, is expected to carry out their life and ministry in a Christ-like and professional manner. Their demeanor is reflective not only of their personal character but reflects upon this church and the atmosphere of ministry that Clemson Presbyterian Church wishes to set.

- A. Personal Demeanor.** All personnel who fill staff positions at Clemson Presbyterian Church, whether volunteer, part-time, or full-time, must recognize the leadership example that is required of them. While no specific dress code is required, individuals should dress modestly and appropriately for the task they are accomplishing.
- B. Public Relations.** It will be the policy of Clemson Presbyterian Church that the Senior Pastor or his designated alternate will be the spokesperson for the church in all matters of publicity or official comment. No employee will originate or release any news that is concerned with the policies, doctrines, procedures, convictions, finances, or activities of the church for us in newspapers, radio television or any other medium of communication. All such inquires will be referred to the Senior Minister. Any publicity release must come from the Senior Pastor or his designated alternate. All pastors, staff and leaders are encouraged to uphold the gospel and our CPC vision, mission and core values when speaking publicly about their ministry at the church.
- C. Confidentiality.** It will be the policy of Clemson Presbyterian Church that matters relating to members and nonmembers private and personal lives will not be made matter of public discussion or disclosure; nor will the general operations of the church office, financial office, or records office be discussed outside the working environment of that office. All staff members, paid and volunteer, full-time and part-time are expected to use the utmost tact and discretion in carrying out the functions of their position. Failure to exercise such tact and discretion may be grounds for misconduct counseling. Queries by individuals concerning operations of the church, its finances, or its members should be directed to the Senior Pastor, or one of the program staff pastors, or the Personnel Committee.
- D. Drug and Substance Abuse.** Clemson Presbyterian Church does not desire to interfere with an employee's personal life unless their conduct affects or could affect the church's mission, public image, reputation or the safety or security of any of its employees. It will be the policy to not retain in employment any individual who is an abuser of any drug or illegal substance.
- E. Sexual Harassment.** Under no circumstances will any form of sexual intimidation occur at CPC. It will be the policy to investigate and take positive action to eliminate any form of sexual harassment by a staff member, member, or nonmember. Sexual Harassment is defined as inappropriate requests or physical contact. Report of sexual harassment should be made to the supervisor and the Personnel Committee.
- F. Disciplinary Action.**
CPC ensures that fair and equitable disciplinary action is accomplished following procedures outlined in Scripture whenever an employee of the church merits such action.

VI. Salary Plan

- A. Introduction.** It will be the intent of CPC to provide adequate and appropriate salary to its employees commensurate with the duties and requirements of the position and without regard to race, gender, age or status. It is an understanding between the church and the employee that salary is paid for satisfactory performance of duties required of their position.
- B. Theological Foundations**

Living under a covenantal God reveals our need for covenanting with one another in all areas of our Christian life even in the area of job performance and financial remuneration. In the relationship of the staff of Clemson Presbyterian Church to the congregation, we covenant as the people of God to pay them fairly and to provide for their welfare. We covenant not only to care for their financial needs, but also to stand by them in trouble and share their joy. We also covenant to work together in ministry as fellow laborers of Christ providing the admonition, edification, and encouragement appropriate to promote the use of each one's gifts and abilities to the building up of the body of Christ in love.

In order for financial remuneration to be just, a number of factors need to be considered: job position, number of years serving in this position, education/training, family, experience and performance. Faithfulness to, priorities among, and benefits from these factors should enter into all considerations. Salaries should have a direct relationship to the responsibilities required by the position; bear an appropriate relationship to the general job market; and reflect the level of the individual's performance.

Covenantal Scriptures:

"Who at any time serves as a soldier at his own expense? Who plants a vineyard, and does not eat the fruit of it? Or who tends a flock and does not use the milk of the flock?...For it is written in the law of Moses, 'You shall not muzzle the ox while he is threshing'...because the plowman ought to plow in hope, and the thresher to thresh in hope of sharing the crop." (I Cor. 9:7, 9, 10).

"You shall not oppress a hired servant...You shall give him his wages on his day before sun set, for he is poor and sets his heart on it; so that he may not cry against you to the Lord and it becomes sin in you" (Deut. 24:14, 15).

"Woe to him who builds his house without righteousness and his upper rooms without justice, who uses his neighbor's services without pay and does not give him his wages" (Jer. 22:13).

"If anyone will not work, neither let him eat" (II Thess. 3:10).

"Let the elders who rule, well be considered worthy of double honor, especially those who work hard at preaching and teaching. For the Scripture says, 'You shall not muzzle the ox while he is threshing,' and 'the laborer is worthy of his wages'" (I Tim. 5:17, 18).

C. General Policy

- 1) Responsibility. The Personnel Committee is responsible for the proper administration of the Salary Plan. At the time of employment of all employees, the Category of employee, work hours and pay status will be established.
- 2) Employment Agreement. The Personnel Committee will determine benefits and establish any other terms of employment. This agreement will be placed in writing and signed by the employee. The employment agreement will be kept in the employee's file and will be retained for five years after termination. It will be the responsibility of the AC to assign a Category and Classification to every position description prior to the consideration of employment.
- 3) Benefits. Employees will receive church-provided benefits as determined by the Personnel Committee and defined in the Salary Plan. Benefits may include: Medical and Health Insurance, retirement insurance/contributions, accidental death and disability insurance, and reimbursable business expenses that relate to professional development, convention expenses, and travel. (Reimbursement plans are described in section J below.)

Annually, during budget preparation periods, the Personnel Committee will ascertain from each ordained employee that portion of the salary package to be declared as housing allowance. The Personnel Committee will review benefit packages for each employee and make adjustments as necessary and as allowed by existing employment contracts.

Benefit packages described for each Category of employee must be available for each person in that category; however, the church's level of participation in payment of the benefit may vary from employee to employee. Employees who are not provided 100% funding for a certain benefit must be given the option of personal contribution toward that benefit. When the member makes such contribution, it will be treated as a "before tax" allocation and will not appear as a portion of salary as reported on the individual's W2 Report of Wages and Earnings.

- 4) Pay Periods. Employees will be paid twice monthly on the first day of the month and the fifteenth day of the month. If the pay day falls on a Saturday, then payment will occur on Friday. If the pay day falls on Sunday, then payment will occur on Monday. When the pay day falls on authorized holidays, payment will occur on the nearest regular work day as determined by the Personnel Committee. All employees will turn in time sheets which show days or hours (for hourly employees) worked during the prior pay period. This document will distinguish reasons for absences such as sick leave, asked off, vacation etc. Exceptions to this requirement will be evaluated on case by case bases by the Personnel Committee.
- 5) Cost of Living Increases. Annually, to support the budget process, the Personnel Committee is to obtain information necessary to determine the cost of living increase.
- 6) Pay Structure.
As Clemson Presbyterian Church (CPC) continues to grow both in members as well as staff, it is necessary for us to add more structure to many of our church policies. This is true also in the administration of our salary structure and process.

Starting with the 2006 CPC budget, salary ranges will be established for the pastoral staff and eventually other staff positions. Salary ranges will be established by the CPC personnel committee and approved by the normal budget review process. Ranges will be based on comparison to denomination information and demographics, and updated at a minimum of every three years.

The midpoint (MP) for ranges will represent the approximate mean of the denominational information for church in the same demographical group as CPC. The salary range will be from 80% to 120% of the midpoint. After being established and approved for the 2006 budget, the MP will be indexed each year based on the annual cost of living and validated at a minimum of every three years as referred above.

Each employee will have a salary compensation ratio (CR) equivalent to the percent of their salary to the salary range.

The normal expectation would be that employees would progress to a CR of 1.0 within 10 years of entering their salary range if they begin at the entry level. Entry point in a range will be based on education, years of experience, past performance, and recommendation from the hiring body.

Normally a recent graduate with no experience would begin at the entry level (CR = .8).

Progression will be based upon performance as specified in the Employee Manual and an annual equity adjustment of 1 to 2% until the employee reaches the MP for their range. After which time salary increases will be in accordance with the Employee manual.

- 7) Performance Reviews and Salary Increases. Performance reviews will be performed annually by the employee's immediate superior or as designated by the Personnel Committee. See attachment for review format and schedule. After approval, reviews will be communicated with the employee. Based on the performance rated and approved budget considerations, increases will be in accordance with the table below.

Performance Levels:

5 – Performance **routinely and significantly** exceeds expectations and standards. Performance shows **consistent excellence** and results in outstanding contributions to the organization's success.

4 – Performance **often exceeds** expectations and standards for competent performance. Performance is at higher level than that of competent peers. Makes a strong contribution to success.

3 – Performance **consistently and fully meets expectations and standards for the position**. Positively contributes to organization results.

2 – Performance **sometimes meets expectations and standards for this position**. Performance may be inconsistent, or some standards and expectations may not be met. **Improvement is required**. Continued overall performance at this level may result in termination.

1 – Performance is **frequently and clearly below expectations** and standards. Without prompt and noticeable improvement, overall performance at this level will result in termination.

Annual Salary Increases:

Cost of living increase + 2%

Cost of living increase + 1%

Cost of living increase

No increase

No increase

- 8) Recourse. Any questions about the administration of the salary plan should be directed to your immediate supervisor, the Personnel Committee, and if not satisfied to the Session.

ATTACHMENT A:

Clemson Presbyterian Church
Staff Appraisal Schedule

NOTE: Staff appraisal schedule is developed to align with new budget cycle of September 1st

January 2	Issue staff appraisal form	Senior Pastor
February 1	Issue staff appraisal form	Associate Pastor(s)
February 15	Return staff appraisal form	Senior Pastor
March 1	Issue staff appraisal form	Assistant Pastor(s)
March 15	Return staff appraisal form	Associate Pastor(s)
April 1	Issue staff appraisal form	Sr Staff Position(s)
April 15	Return staff appraisal form Issue staff appraisal forms	Assistant Pastor(s) Non pastoral staff
May 15	Return staff appraisal form Return staff appraisal form	Sr Staff Position(s) Non pastoral staff
June 1	Draft Personnel Budget for committee review	
July 1	Personnel Budget to Budget Committee	
September 1	Implement salary actions	

ATTACHMENT B:

YEAR Performance Review

**Clemson
Presbyterian Church**

Employee: _____

Supervisors: _____
/ Reviewer

Clemson Presbyterian Church Performance Review

Employee:

Position:

Supervisor:

Ministry Area:

Reviewer:

Approval:

Evaluation Period:

Date:

PERFORMANCE SUMMARY:

OVERALL PERFORMANCE EVALUATION: _____

Rating scale:

- 5 Performance **routinely and significantly exceeds** expectations and standards.
Performance shows **consistent excellence** and results in outstanding contributions to the organization's success.
- 4 Performance **often exceeds** expectations and standards for competent performance.
Performance is at a higher level than that of competent peers. Makes a strong contribution to success.
- 3 Performance **consistently and fully meets expectations and standards for the position.**
Positively contributes to organization results.
- 2 Performance **sometimes meets expectations and standards for the position.** Performance may be inconsistent, or some standards and expectations may not be met. **Improvement is required.**
Continued overall performance at this level may result in termination.
- 1 Performance is **frequently and clearly below expectations** and standards. Without prompt and noticeable improvement, overall performance at this level will result in termination.

PERFORMANCE IMPROVEMENT PLAN:

EMPLOYEE COMMENTS:

SIGNATURES:

REVIEWER: _____

DATE: _____

EMPLOYEE: _____

DATE: _____

APPROVAL: _____

DATE: _____