

TITLE: Employee Evaluations

APPROVED DATE: March 26, 2023

EFFECTIVE DATE: March 26, 2023

REVIEW DATE: March 26, 2028

Policy:

This policy is to establish a standardized procedure for evaluating the performance of employees to include goals and objectives for each by position

Procedure:

1. All paid employees will receive a performance evaluation on an annual basis, due on their anniversary date
2. All paid employees will be evaluated on basic employment requirements such as attendance, job knowledge, productivity, and work quality
3. Professional employees will also be evaluated on goals and objectives that have been established during previous evaluations/new hire orientation
4. The Evaluation process will be as follows:
 - a. Approximately 30 days prior to the evaluation due date, the employee's supervisor will notify the employee of the upcoming evaluation.
 - b. The supervisor will meet with the employee for a general discussion regarding the employee's performance over the last 11 months and discuss potential goals and objectives for the upcoming year
 - c. After the meeting the supervisor will complete the evaluation form (Attachment I) including the goals and objectives section as appropriate
 - d. The supervisor will then schedule a follow-up meeting with the employee to review the evaluation and discuss any issues or concerns
 - e. If the employee agrees with the evaluation they will sign it
 - f. If the employee does not agree with the evaluation they may, within a five (5) business day period, provide a written response along with any documents or records that reflect the reasons for their opposition to the evaluation
 - g. The supervisor will review the response and, if they agree with the employee, may update the evaluation to reflect the changes

- h. If the supervisor does not agree with the written employee response, the supervisor will forward the draft evaluation along with the employee's response to the Executive Board personnel representative for further review
 - i. The Executive Board personnel representative will make a determination based on the documents provided and follow-up discussions with both the supervisor and employee as needed
 - j. The Executive Board personnel representative may seek additional input from the other Executive Board members as needed
 - k. The Executive Board personnel representative will make revisions, if any, to the evaluation and will send it back to the supervisor for final revision. The decision of the Executive Board personnel representative is final
 - l. The supervisor will then meet with the employee and will discuss the final evaluation with the employee
 - m. Both the supervisor and employee will sign the final evaluation and it will be filed in the employee's personnel file
5. Church Administrator Evaluation:
- a. Approximately 45 days prior to the Church Administrator's anniversary date the Administrative Assistant will distribute a copy of the Regular Employee Evaluation form to all voting members of the Executive Board
 - b. The Executive Board members will, at the next regular meeting, discuss the evaluation and provide a score and comments for each rating criteria. Upon completion of the evaluation review the results will be collected by the Executive Board secretary and given to the Executive Board Chair
 - c. The Executive Board Chair will make an appointment with the Church Administrator to review the evaluation and establish goals for the upcoming year
 - d. Upon completion of the review the Executive Board Chair will provide the hand written copy of the evaluation to the Administrative Assistant who will type the evaluation in its final form and return it to the Executive Board Chair for signature
 - e. Upon receipt of all signatures the Administrative Assistant will provide a copy of the final evaluation to the Church Administrator and file the original in the pastor's personnel file
6. Pastor Evaluation:
- a. Approximately 45 days prior to the Pastor's anniversary date the Administrative Assistant will distribute the Pastor Evaluation Form to all voting members of the Executive Board
 - b. The Executive Board members will, at the next regular meeting, discuss the evaluation and provide a score and comments for each rating criteria. Upon completion of the evaluation review the results will be collected by the Executive Board secretary and given to the Executive Board Chair
 - c. The Executive Board Chair will make an appointment with the Pastor to review the evaluation and establish/finalize goals for the upcoming year

- d. Upon completion of the review the Executive Board Chair will provide the hand written copy of the evaluation to the Administrative Assistant who will type the evaluation in its final form and return it to the Executive Board Chair for signatures
- e. Upon receipt of all signatures the Administrative Assistant will provide a copy of the final evaluation to the Pastor and file the original in the Pastor's personnel file

ATTACHMENT I

**HIGHLAND AVENUE FELLOWSHIP CHURCH
REGULAR EMPLOYEE EVALUATION FORM**

I. EMPLOYEE INFORMATION:

Employee Name	Job Title
Supervisor	FROM: / / TO: / / Review Period

II. Core Values and Objectives:

Rate each performance category below using the following rating scale: 1-Unacceptable, 2-Needs Improvement, 3- Meets Expectations, 4-Exceeds Expectations, 5-Exceptional

Performance Category: **RATING**

Quality of Work: Work is completed accurately, (few or no errors), efficiently and within deadlines with minimal supervision _____

Comments: _____

Attendance and Punctuality: Reports to work on time, provides advance notice of need for absence, does not abuse break or lunch periods _____

Comments: _____

Reliability/Dependability: Consistently performs at a high level; manages time and workload effectively to meet responsibilities _____

Comments: _____

Communication Skills: Written and oral communications are clear, organized and effective; listens and comprehends well _____

Comments: _____

Judgement and Decision Making: Makes thoughtful, well-reasoned decisions; exercises good judgement, resourcefulness and creativity in problem solving _____

Comments: _____

Initiative and Flexibility: Demonstrates initiative, often seeking out additional responsibility; identifies problems and solutions; thrives on new challenges and adjusts to unexpected changes _____

Comments: _____

Cooperation and Teamwork: Respectful of colleagues when working with others and makes valuable contributions to help the group achieve its goals _____

Comments: _____

Total Score Core Values and Objectives: _____

III Goals:

List the S.M.A.R.T (specific, measurable, attainable, realistic, and timely) goals that employee set for the past year. Using a rating scale: 1-did not attempt to complete any portion of the goal, 2-made minimal effort to complete at least some portion of the goal, 3- completed a portion of the goal but more effort is needed to complete the goal, 4- completed a majority of the goal and results are beginning to appear, 5- completed the entire goal and results are obvious

GOAL	RATING
1.	_____
2.	_____
3.	_____
4.	_____
5.	_____

Comments: _____

Total Score Goals: _____

List at least three (3) S.M.A.R.T (specific, measurable, attainable, realistic, and timely) goals for the employee to work on in the coming year. Ongoing goals from previous years may be carried forward if agreed to by the employee’s supervisor. (Additional sheets may be used and attached)

- 1.
- 2.
- 3.
- 4.
- 5.

IV: Total Score:

Total Score Core Values and Objectives: _____

Total Score Goals: _____

Total Score: (add total Core Values and Objectives and total Goals) _____

Total Number of Rating Criteria: (total items rated on) _____

Average Rating: (divide Total Score by Total Number of Rating Criteria) _____

Overall Rating Scale: 1-Unacceptable, 2-Needs Improvement, 3- Meets Expectations, 4-Exceeds Expectations, 5-Exceptional

V. Employee Comments: Employee comments, if any, about the evaluation, goal setting, and overall employment satisfaction

VI. Signatures: Signing this evaluation does not constitute agreement with any or all portions of the document. Signature only confirms that employee was provided a copy of the evaluation and that it was reviewed in person with their immediate supervisor.

Employee Signature

Date

Supervisor Signature

Date

Executive Board Chair Signature

Date

**ATTACHMENT II
HIGHLAND AVENUE FELLOWSHIP CHURCH**

PASTOR EVALUATION FORM

Pastors desire to grow in effectiveness as Christian leaders. In order to assist them in their development, the Highland Avenue Fellowship Executive Board has prepared this evaluation tool. It is our desire that the result of this process will contribute to the health of our pastors and churches.

Please rank on a scale of 1 (one) to 5 (five):

- 1 Unacceptable
- 2 Needs Improvement
- 3 Meets Expectations
- 4 Exceeds Expectations
- 5 Exceptional

1. Spiritual and Character Development

- | | | | | | |
|--|---|---|---|---|---|
| 1.1 Gives evidence of being called of God to pastoral ministry | 1 | 2 | 3 | 4 | 5 |
| 1.2 Gives evidence of the Fruit of the Spirit in his personal life | 1 | 2 | 3 | 4 | 5 |
| 1.3 Uses the gifts/abilities that God has given him to their maximum potential | 1 | 2 | 3 | 4 | 5 |
| 1.4 Gives evidence of a vital prayer life | 1 | 2 | 3 | 4 | 5 |
| 1.5 Models Christ-like characteristics as a spouse and parent | 1 | 2 | 3 | 4 | 5 |
| 1.6 Inspires spiritual disciplines among the congregation | 1 | 2 | 3 | 4 | 5 |
| 1.7 Displays a life of integrity in the church and in the community | 1 | 2 | 3 | 4 | 5 |

Comments:

2. Leadership and Vision

- | | | | | | |
|--|---|---|---|---|---|
| 2.1 Has a clear vision for his ministry | 1 | 2 | 3 | 4 | 5 |
| 2.2 Has clearly communicated his vision | 1 | 2 | 3 | 4 | 5 |
| 2.3 Makes you want to follow where he leads | 1 | 2 | 3 | 4 | 5 |
| 2.4 Sets goals and works toward them | 1 | 2 | 3 | 4 | 5 |
| 2.5 Demonstrates care in handling authority | 1 | 2 | 3 | 4 | 5 |
| 2.6 Demonstrates wisdom in managing conflict | 1 | 2 | 3 | 4 | 5 |
| 2.7 Delegates effectively in appropriate areas | 1 | 2 | 3 | 4 | 5 |
| 2.8 Shows or seeks expertise in planning | 1 | 2 | 3 | 4 | 5 |

Comments:

3. Empowering Leaders

- | | | | | | |
|---|---|---|---|---|---|
| 3.1 Is able to identify potential leaders | 1 | 2 | 3 | 4 | 5 |
| 3.2 Ensure the development of leaders | 1 | 2 | 3 | 4 | 5 |

3.3 Encourages lay ministry 1 2 3 4 5

Comments:

4. Community Relations

4.1 Has a good understanding of the community 1 2 3 4 5

4.2 Has the respect of the community 1 2 3 4 5

Comments:

5. Missions/Evangelism

5.1 Regularly communicates mission information to the congregation 1 2 3 4 5

5.2 Encourages congregation involvement in missions through prayer and giving 1 2 3 4 5

5.3 Challenges congregation for participation in missions 1 2 3 4 5

5.4 Consistently involved in sharing his faith 1 2 3 4 5

5.5 Is leading the congregation to reach people for Christ 1 2 3 4 5

5.6 Encourages new believers to be baptized 1 2 3 4 5

5.7 Ensures that new converts are adequately followed up with 1 2 3 4 5

Comments:

6. Public Ministry

6.1 Presents himself well in public 1 2 3 4 5

6.2 Ensures that public services are well planned and executed 1 2 3 4 5

6.3 Preaching and teaching is relevant to today's needs 1 2 3 4 5

6.4 Preaching calls for response 1 2 3 4 5

Comments:

7. Pastoral Care

7.1 Communicates love and care for the congregation 1 2 3 4 5

7.2 Has a plan to ensure that the entire congregation receives needed care 1 2 3 4 5

Comments:

8. Personal Development

- 8.1 There is evidence that the pastor is growing in ministry skills 1 2 3 4 5
 - 8.2 Takes advantage of learning opportunities (seminars, retreats, etc.) 1 2 3 4 5
- for personal growth and development

Comments:

9. Ministry Management

- 9.1 Is available to the congregation when needed 1 2 3 4 5
- 9.2 Effective time manager who works by established priorities 1 2 3 4 5
- 9.3 Ensures the smooth administrative function of the church 1 2 3 4 5

Comments:

10. Staff Relations

- 10.1 Relates well with paid and volunteer staff 1 2 3 4 5
- 10.2 Committed to the development of all staff 1 2 3 4 5

Comments:

11. Job Description

Pressure points that I see in the pastor’s job description are:

If I could change one thing in my pastor’s job description, it would be:

Additional Comments:
