

How congregations can

MANAGE CONFLICT

by being prepared

Includes:

How to resolve differences

Responsibilities for members of Session and Deacons

Job descriptions for all employees

Guidelines for volunteers

Compiled by Committee on Ministry 2010

Subcommittee on Conflict Resolution

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INTRODUCTION

Conflicts and differences of opinion are inevitable in any church or family. It is how we respond to these disagreements that are critically important. Communication and cooperation are important in maintaining a healthy church environment. The primary task of church leaders is to seek guidance from God through prayer and scripture, asking, “What is God’s will in this matter” rather than what do I want.”

The Conflict Resolution sub-committee of the Committee on Ministry of the Presbytery of Lake Erie has consistently found that many conflicts in a congregation could have been quickly resolved if the church had in place a workable handbook of policies, procedures and job descriptions.

This booklet contains a SAMPLE of such a handbook. Because every church is different, what the committee offers here is only a GUIDELINE. Each church needs to create its own handbook and define how the work and ministry of the church is done in its own context. We hope that you will use this SAMPLE to develop clear guidelines and descriptions for all the jobs and ministries of your church.

If you already have the kinds of guidelines we are describing, we hope that the information on resolving conflict will help you refine what you already have and strengthen the lines of communication within the Session and congregation.

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SELF EVALUATION

First and foremost, PRAY FOR GOD’S WISDOM AND GUIDANCE. God intends the church to be the primary peacemaking organization in the world. John 17: 18, 23 *As you sent me into the world, so I have sent them...I in them and you in me, that they may be completely one, so that the world may know that you have sent me and have loved them even as you have loved me.*

“Conflict is an opportunity to bring the Gospel to bear in a very practical way; not to condemn, but to encourage growth.” (Ken Sande) Colossians 5: 18 *All this is from God who reconciled us to himself through Christ, and has given us the ministry of reconciliation.*

Second, COMMUNICATE! The way you converse with one another is essential. How you handle a disagreement will depend on you managing your own anxieties, fears and frustrations. Being “self-aware” will enable you to RESPOND constructively and be proactive in working towards a resolution of the problem rather than REACTING in anger and hostility or withdrawing and cutting off communication.

People are different, so often times they “talk”, but fail to “communicate” with understanding and empathy. Communication is learning to understand and recognize one another’s points of view, looking at the problem from many sides before making a decision. One needs to be a detective, asking questions, using humor, not taking things personally and avoiding a defensive posture. Here are some rules to follow to master the art of communication.

1. Never use the silent treatment.
2. Never use lies to cover up short comings.
3. Don’t get other friends involved right away. (Gossip)
4. Don’t be subjective in making any conclusions.
5. Never jump to conclusions, communicate and talk it over.
6. Discuss what actually happened, don’t judge.
7. Find out all the facts rather than start guessing at the motives.
8. Learn to understand each other, not to defeat each other.
9. Use future and present tense talking, not past tense.
10. Concentrate on the major problem; don’t divide attention by mixing in other minor problems.
11. First take care of the problems resulting from hurt feelings in the relationship, and then take care of the problems arising from just differences in opinions.
12. Speak in the “I” (I feel, I need, I want....) rather than the “you” (You ought, you always, you never....)

Third, everyone should know the “RULES OF ENGAGEMENT”

- How do you approach each other? Use the “**Norms for Session and Deacons**” as a basis for behavior.
- Is the discussion important to the operation and mission of the church?
- Is the misunderstanding due to incomplete or poor communication?
- What are the expectations? Use the handbook to define roles and duties.
- Is everyone present for the discussion and truly *listening* to the same explanation?
- Are people listening *without interruption* and seeking clarification of the issues before looking for solutions?

- What are the pros and cons?
- If you do not have a better solution, just saying, “No, I don’t agree,” without offering a workable solution is not helpful when you are representing others. If you believe you have a better solution, present your plan in a kind way and in a timely manner, to the proper people or committee.

In responding to conflict always keep the **PASTOR** informed and part of the process. If you need further help or advice you may contact the General Presbyter of the Presbytery and/or a member of the Committee on Ministry. The Presbytery has people available to assist and train Sessions in resolving differences and setting goals for the future. Additional resources and information are available in the Presbytery of Lake Erie Resource Center.

ELDERS AND DEACONS ARE TO SET A GOOD EXAMPLE...

LOVE ONE ANOTHER AND WALK THE TALK!

Merely *having* a handbook will not help unless it is used to build a foundation of trust and accountability. Your church handbooks should be reviewed every year, perhaps when new session members attend their first meeting.

You will find it helpful if the whole handbook is read aloud while everyone follows, and the Session Moderator leads a discussion of any questions. You may want to update your guidelines annually.

New people and new ideas are important in keeping the church alive and growing in Christ. Always keep CHRIST at the center of our liveslearn to accept new ideas....work together the show the world how we can love and work together in unity and peace.

NORMS FOR SESSION AND DEACONS

(All who serve as elders or deacons should agree with and abide by these norms.)

1. Start with prayer and pray often.
2. We will be open . . .
to change
to hearing others' concerns, suggestions, opinions
to co-operation.
3. We will be accessible to each other.
4. We will learn from each other.
5. When we disagree, we will do so agreeably.
6. We will expect high standards of performance of ourselves and each other.
7. We will acknowledge and deal with conflict, avoiding "triangulation" as we do so.
8. We will respect one another's competence and honor each other's gifts.
9. We will support risk-taking.
10. In our meetings we will pay attention to personal needs as well as to agenda concerns.
11. We will communicate with each other and avoid surprising one another.
12. We will give public support to one another.
13. We will treat confidential matters confidentially.
14. We will work to participate fully in the life of the session and the committees on which we sit.
15. In all of this we will remember that we are servants of Jesus Christ who is our head.

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JOB DESCRIPTIONS

The following are examples of job descriptions. Such descriptions allow each person to clearly know what is expected of them both before and after he/she is called to serve or hired for a job.

These samples are based on First Presbyterian Church of Titusville where positions such as Associate Pastor are not included. Your session should craft your own job descriptions to fit your church. Later complications can be avoided when every employee knows beforehand what is expected.

In smaller churches, many of the jobs will be filled by volunteers. Please do not assume volunteers know what is expected of them. Volunteers also need Job Descriptions to clarify expectations and job requirements which will improve communication and performance. Your session should adapt these samples to fit your needs.

PASTOR

Position Description

The Minister in his/her quadruple roles as Pastor to the Congregation, Moderator of the Session, Head of the staff, and Presbyter has responsibility for the whole of the life of the church. That responsibility includes duties in the areas of WORSHIP, PASTORAL CARE, ADMINISTRATION, CHRISTIAN EDUCATION, and PRESBYTERY LEADERSHIP as well as many others. His/her major duties are as follows:

WORSHIP:

1. Worship leadership
 - a. Plan and prepare the Sunday Morning Worship Service
 - b. Lead the Sunday Morning Worship Service
2. Proclamation of the Word
 - a. Plan and prepare the Sunday Morning Sermon
Preach the sermon
3. Special Worship Services
 - a. Provide Worship opportunities for special seasons and events
 - b. Lead the celebration of the sacraments
4. Weddings (as requested)
5. Funerals (as requested)

PASTORAL CARE:

1. Work with church officers, staff and laity to develop and carry out a systematic plan for “caring” for the entire congregation that involves both staff and members, with special attention to those with special needs (i.e., the elderly, the sick, the bereaved, the troubled)
2. Counseling (as sought) in the following areas:
 - a. pre-marital
 - b. marital
 - c. family
 - d. bereavement
 - e. personal
3. Hospital and Emergency Visitation

ADMINISTRATION:

1. Moderate the Session and co-ordinate the work of its various committees
2. Direct and co-ordinate the work of the staff
3. Direct and co-ordinate the work of the church office
4. Direct and co-ordinate the day-to-day work of the maintenance staff
5. Direct the preparation of the church publications – Sunday Bulletin and newsletter

ADMINISTRATION (continued):

6. Review incoming bills
7. Maintain Church correspondence
 - a. letters of recommendation
 - b. letters to out of town members
 - c. general church correspondence (i.e., letters of appreciation, recognition, birthday greetings, get well messages, sympathy messages, etc.)
8. Co-ordinate the reception of new members
9. Work with the Personnel Committee in evaluating staff performance and working with staff problems when they arise
10. Work with the Finance Committee in supervising the finances of the congregation, including management of the church's endowment and preparation of the annual budget
11. Work with Nominating Committee to maintain a high caliber of lay leadership on the various church boards
12. Work with the Maintenance Committee and Maintenance staff to plan and effect a regular schedule of repair and maintenance

CHRISTIAN EDUCATION:

1. Work indirectly with the Christian Education Committee and directly with staff to identify the needs of person of all ages and backgrounds, helping to develop education programs to meet them

OTHER:

1. Lead the congregation in its participation in the work of the local ministerium
2. Represent the congregation at Presbytery

ASSISTANT TO THE PASTOR

Job Description

The Assistant to the Pastor is accountable directly to the Pastor and, through the Pastor, to the Session.

The Assistant to the Pastor will work primarily (though not exclusively) in the following areas:

PARISH CARE

1. Co-ordinate and participate with the staff in parish visitation
 - hospital and emergency
 - prospective members / new members
 - elderly
 - inactive
 - other (bereavement, convalescent, etc.)

(It is assumed that this will be a major part of the Assistant's job.)

2. Counsel with members / non-members seeking guidance
3. Train and co-ordinate the work of those groups in the congregation whose specific purpose involves visitation / counseling

Deacons

Evangelism Outreach

Others (as may be organized)

ADMINISTRATION

1. Work as the staff representative / liaison with the following groups:
 - Board of Deacons (consultant to)
 - Christian Education Committee (moderator of)
 - Evangelism Outreach Committee (consultant to)
 - Presbyterian Women (consultant to)
 - Sunday School (consultant to and coordinator for)
2. Attend and participate in staff meetings.
3. Co-ordinate the church's prayer chain ministry.
4. Co-ordinate the church's "small group" ministry (which functions under the auspices of the Evangelism Outreach Committee of Session).
5. Review pew pads for member attendance, senior high attendance, and visitors,
6. Co-ordinate appropriate intervention for inactive members, keep record of Senior high attendance (for scholarship purposes), and co-ordinate appropriate follow-up to visitors.

CHRISTIAN EDUCATION

- (1) Plan, supervise, and co-ordinate “children’s worship” and Summer Activity Centers
- (2) Assist as appropriate in the church’s Family Night Program
- (3) Teach a Sunday School Class
- (4) Lead mid-week women’s Bible study groups
- (5) Lead weekly Bible study in the Presbyterian Home
- (6) Lead the Christian Education committee in its identification of the needs of persons of all ages and backgrounds, helping to develop Christian Education programs to meet them
- (7) Organize and co-ordinate Graduate Sunday program

WORSHIP

- (1) Assist in worship (as directed by pastor)
- (2) Preach
- (3) Perform funerals (as requested)

In all this the Assistant is under the direction of the pastor.

The Assistant will work closely with the program staff in a participative environment. This job description is as flexible as the Pastor, Assistant, Personnel Committee, and Session in mutual consultation deem appropriate.

ASSISTANT TO THE PASTOR

Job Description

The Assistant to the Pastor is accountable directly to the Pastor and, through the Pastor, to the Session.

The Assistant to the Pastor will work primarily (but not exclusively) in the following areas:

MUSIC:

1. Serve as church organist and pianist for all worship services, weddings, and funerals
2. Direct music ministry (K-5):
 - with Fun Bunch
 - with Muppy's
 - with Hi-Club
 - with other children's programs as they evolve
3. Organize and direct music ministry to grades 6-9
4. Lead, direct, and coordinate handbell programs for all ages
5. Direct Children's Choir and oversee its participation in worship (as coordinated with pastor)
6. Coordinate music program or elsewhere as needed.

ADMINISTRATION:

1. Assist in day-to-day functioning of church office (i.e. assist church secretary as work load in office requires)
2. Assist in finance office when assistant to the pastor is absent or as work load requires
3. Assist stewardship chairperson in the organization of the annual Stewardship campaign
4. Assist pastor in his/her sending of notes and letters to:
 - Those celebrating wedding anniversaries
 - New parents/grandparents
 - Those who are sick
 - People marking the anniversary of the death of a loved one
 - Others (ex. letters of congratulations, including news clippings)

Note: All these things help people feel that though we are a big church they are noticed.

PUBLIC RELATIONS:

1. Compose news releases for the Herald (including photos)
2. Compose, assemble, edit, and assist in newsletter publication
3. Type and edit monthly "First Presbyterian Pulpit"
4. Edit bulletin and announcements

OTHER:

1. Direct Hanging of the Greens.
2. Organize and direct intergenerational events as agreed upon by staff and/or appropriate Session committee
3. Work with the development of new programs as directed by pastor

Any other tasks as assigned by the pastor

DIRECTOR OF YOUTH AND CAMPUS MINISTRIES

Job Description

The Director of Youth Ministries is accountable directly to the Pastor and, through the Pastor, to the Session.

The Director of Youth Ministries is responsible for the Church's day-to-day ministry to our young people (kindergarten – college). The Director will:

1. Work with the Christian Education Committee and Youth Committee in its identification of the needs of the young people of our church and community and work to develop and implement programs to meet them
2. Work with Youth Committee and recruit, train, and lead lay people in their participation in our Youth Ministry
3. Minister to elementary age children
 - Lead program for Kindergarten, First grade and Transitional First (i.e., "Fun Bunch")
 - Lead weekly program for grades 2-3 (i.e., MUPPYS)
 - Lead weekly program for grades 4-5 (i.e., Hi Club)
 - Organize, recruit for, and lead summer program for elementary age youth (i.e., Vacation Bible School)
 - Lead church's participation in church sponsored camps
4. Minister to grades 6-8
 - Lead weekly fellowship program (Sept. – May)
 - Lead 1 retreat or work camp per year
 - Visit and counsel students as sought
 - Lead summer activities
5. Minister to Senior Highs (9-12)
 - Lead weekly fellowship program (Sept. – May)
 - Lead 1 retreat or work camp per year
 - Visit and counsel students as sought
 - Organize Christmas holiday get together for our post-senior high young people
 - Lead summer activities
 - Lead Fellowship of Christian Athletes
6. Organize and co-ordinate Youth Sunday program
7. Teach a Sunday School class

8. Visit prospective members who have Middle School / Senior High youth (to share our programs with them)
9. Lead / co-ordinate the church's Campus Ministry
 - Co-ordinate weekly study/fellowship meetings with UPT students
 - Visit and counsel UPT students as sought
10. Attend and participate in staff meetings
11. Assist in worship (specifically with Children's Moments) and preach on occasion
12. Assist in kitchen for men's breakfast and all youth fundraisers
13. Oversee the preparation of the Wednesday Morning Men's Breakfast
14. Coordinate all youth fundraisers
15. Organize the church's ministry to older adults (62+), with a focus on service, fitness, and recreation.

In all this the Director of Youth and Campus Ministries is under the direction of the Pastor.

The Director will work closely with the program staff in a participative environment. This job description is as flexible as the Pastor, Director of Youth and Campus Ministries, Personnel Committee, and Session in mutual consultation deem appropriate.

DIRECTOR OF MUSIC

Job Description

The Director of Music is accountable directly to the Pastor and, through the Pastor, to the Session.

The Director of Music will oversee the music for all services of worship, with the exception of the selection of the music to be sung by the congregation, which is the sole prerogative of the Pastor (see Book of Order W-1.4005).

1. He/she shall rehearse with and direct the choir in the singing of hymns, anthems, responses, choral amens, etc.
2. He/she shall work with and direct the church's instrumental ensemble in preparation for their participation in worship on an ongoing basis (that is, as he/she feels they are prepared to do so).
3. He/she shall co-ordinate with the church organist/pianist/bell director preludes, postludes, offertories, and interludes as appropriate for each particular service of worship.
4. He/she shall arrange for "special music" (solos, duets, etc.) on those Sundays when the choir is not singing in worship (most notably during the summer months).

ORGANIST / DIRECTOR OF BELL AND CHILDREN CHOIRS

Job Description

The Organist / Director of Bell and Children Choirs is accountable directly to the Pastor and, through the Pastor, to the Session.

The Organist / Director of Bell and Children Choirs will work primarily (but not exclusively) in the following areas:

MUSIC:

7. Serve as church organist and pianist for all worship services, weddings, and funerals
8. Direct music ministry (K-5):
 - with Fun Bunch
 - with Muppy's
 - with Hi-Club
 - with other children's programs as they evolve
9. Lead, direct, and coordinate handbell programs for all ages
10. Direct Children's Choir and oversee its participation in worship (as coordinated with pastor)

CHURCH OFFICE MANAGER

Job Description

The Office Manager is the staff person with primary responsibility for the efficient functioning of the church office, accountable directly to the Pastor and, through the Pastor, to the Session.

Normal work week: Monday – Friday 8:00 a.m. – 5:00 p.m. (with one hour for lunch)

The Office Manager is responsible for: Answering the phone, greeting people who come to church office, all filing, ordering all supplies, maintaining office equipment or arrange for repair

DAILY

1. See that birthday letters and other mail is prepared for the Sexton to post
2. Check answering machine for any messages and update as necessary

WEEKLY

Monday

1. Prepare appropriate “Thank you” notes for Sunday’s memorial flowers and other Sunday notes or letters as needed.
2. Make entries in Church record book (i.e. deaths, weddings, baptisms, new members, as necessary)
3. Update members’ files as necessary.
4. Prepare appropriate “Thank you(s)” for memorial gifts.

Tuesday

1. Prepare the weekly Herald article
2. Prepare baptismal certificates as necessary

Wednesday

1. Prepare sermon manuscript (before noon if possible)
2. Begin preparing bulletin
3. Send out Meeting notices for any meetings for the following week

Thursday

1. Prepare Sunday’s bulletin and print appropriate number of bulletins – fold bulletins and rubber-band in groups of 50 each
2. Prepare Sunday’s announcements, print appropriate number of announcements, fold and rubber-band in groups of 50 each.
3. Prepare Sunday’s Prayer Concerns and print appropriate number of prayer concerns, cut and rubber-band in groups of 50 each.
4. Type Scripture Reading.

Friday

1. Stuff 50 bulletins (30 for choir, 2 for under pulpit, 1 for organist, 4 for pastor, 5 for staff, 2 for the archives, 1 for self).
2. Prepare enlarged copies of Sunday’s bulletin (6)
3. Place bulletins in narthex for ushers
4. Will see that the sexton and housekeeper get Sunday School supplies necessary for Sunday School classroom and teachers
5. Prepare sermon card for the pastor
6. Type Cassette Labels
7. Type webpage calendar and email it out to webmaster
8. Run virus scan on each of the computers
9. Backup each computer

MONTHLY

1. Type Birthday letters for upcoming month
2. Type monthly newsletter
3. Sermon for newsletter
4. Presbyterian Women's agenda
5. Type Christian Education Committee's agendas and minutes
6. Type Session agendas and minutes
7. Type Evangelism Outreach agendas and minutes

QUARTERLY

1. Update and print Church Directory

YEARLY

1. Prepare Youth Director's yearly program schedule (September of each year)
2. Prepare Annual Report (January of each year)
3. Prepare materials necessary for reorganization of session and deacons
4. Pledge cards for all members (July of each year)
5. Prepare and mail offering envelopes (December)
6. Benevolence Review and Social Actions yearly agenda of monthly meetings (February of each year)
7. Church Christmas Cards (address and prepare for mailing)
8. Presbyterian Women's mass mailing for annual drive (September)
9. Type Ordination Forms for Elders and Deacons and record in book
10. Update Deacon Mini-Parish information
11. Update all Sunday School Classroom information
12. Prepare Session Handbook of Committees
13. Send Church information updates to Presbytery
14. Stewardship Mass mailing (November)
15. Send out New Member correspondence and prepare New Member certificates (Twice a year)
16. Prepare tickets and print programs for all PW functions (Lenten Luncheon, Father/Son Banquet, Mother/Daughter Banquet, Election Day Luncheon)
17. Advertise Christmas and Easter Memorial flowers and co-ordinate the ordering thereof.
18. Update and prepare all Youth program information and registration materials

BI-ANNUALLY

1. Prepare mass mailing for Mission Trip and prepare all necessary correspondence for this trip.

WHEN NEEDED

1. Prepare and print funeral bulletins
2. Prepare wedding certificates
3. Keep computers updated
4. Print wedding bulletins
5. Lock up building when Sexton is on vacation
6. Print "I Wish" cards
7. Type staff correspondence including sympathy letters, letter of Recommend, letters of transfer, letters to inactives and all others
8. Type materials relevant to 9th grade Mentoring program
9. Print worship planning forms
10. Keeping track of all sick days of each employee

AND ANY OTHER TASK AS ASSIGNED BY THE PASTOR

SEXTON

Job Description

The Sexton is the staff person with primary responsibility for the church's building and grounds, accountable directly to the Pastor and, through the Pastor, to the Session.

Daily:

1. Empty all trash baskets twice a day - once in the morning and once in the afternoon
2. Empty the dehumidifier in basement (3) (Summer)
3. In winter fill humidifiers in office (3)
4. Take mail to post office, including monthly mailing
5. Setups - meetings, Bible studies, funeral luncheons, AARP, Weight Watchers, Dinners, Men's Bible Breakfast, etc. as church calendar requires
6. Inspect outside of building for trash and debris
7. Inspect inside of building for burned out light bulbs, leaks, malfunctioning systems, broken furniture, and general cleanliness
8. Tend to these needs as appropriate

Weekly:

6. Go to florist for boutonnières for ushers (Friday afternoon)
7. Check pew pads to be sure they have tablet and pencils (direct housekeeper in this)
8. Check to see what recyclable items are place as appropriate for collection
9. Cut grass at end of week
10. Change hymn numbers
11. Inventory supplies and order as necessary (i.e., Kitchen and maintenance supplies)
12. Read gas meter and record readings
13. Clean classrooms upstairs
14. Regularly check roof for leaks and fix if possible or contact Alex Roofing
15. When unable to tend to building repairs, contact plumber, electrician, contractor, etc. as appropriate
16. Regularly maintain ceilings (replace ceiling tiles that are stained or broken due to leaks)

Every Sunday:

4. Run sound system
5. Pickup trash on church grounds, sweep walks and entryways
6. Open all doors and turn on lights
7. Prepare for Sunday service, baptisms, communion setups or other special events
8. Make sure restrooms are clean and supplied

Monthly:

13. Once a month (or more frequently if in Boiler Room) drain steam boiler until water runs clear
14. On the first Sunday of each month be sure to have the new month's usher name tags in the narthex
15. On the first Sunday of each month be sure the food collection boxes are place at each of the doors
16. Check hearing aids in sanctuary and charge
17. Check generator oil and batteries

SEXTON Job Description continued

At Christmas:

2. Unpack Christmas decorations and bring them to sanctuary
3. Check lights
4. Make arrangements for picking out Christmas tree and go to get the tree or have it delivered
5. Recruit volunteers to help setup the tree
6. Take down Christmas decorations and store in Christmas closet
7. Dispose of Christmas tree

Yearly:

3. Drain steam boiler at the end of the heating season and refill with fresh water and additive
4. Check screens in roof heater and lubricate fan
5. If needed, order load of limestone for parking lot
6. Paint and patch interior of church according to painting schedule and as needed.
7. Paint signs outside apply protective coating to Daub doors and water seal picnic table
8. Every summer scrub clean and wax Scheide Hall and Kitchen floors

Seasonal:

1. Clean leaves from roofs and gutters - as often as necessary to prevent drains from plugging up
2. Prepare snow blower for winter (lubricate, change oil, fill with gas, adjust scrapper bar, adjust linkage)
3. Mower - change oil, lubricate, change blade (there are two blades for this mower - the sharpened blade should be put on the machine and the one taken off should be taken to Service Center for sharpening)
4. Check edger - lubricate, change oil, check blade
5. Trim all shrubbery and hedges sometime in mid July (trimming should only have to be done once a year, but not limited to that)
6. In late spring place 3 dehumidifiers in basement and maintain through summer
7. In the late fall place 3 humidifier in offices and maintain regularly
8. During the winter months keep all sidewalks clear from snow or ice
9. In late fall (before first snow) place heat tape on roof outside of upstairs office window (It's number 36 in box across from the office)
10. During the fall month all leaves will be raked and bagged.
11. During spring and summer lime, fertilize, and regularly cut grass, weeds should be removed from sidewalks and parking lot
12. Clean windows inside and out
13. change time signs (11:00 - 10:00) on church sign boards
14. Adjust automatic light times for outside lights

As Needed:

1. Make arrangements for new equipment, furniture or big items such as chairs, tables and refrigerator, get prices and arrange for shipping,
2. Meeting with Maintenance Committee

AND ANY OTHER TASK AS ASSIGNED BY THE PASTOR

HOUSE KEEPER

Job Description

Monday: (upstairs)

Upstairs Classrooms

- Dry mop floors and vacuum carpets
- Dust furniture, windowsills, coat racks, woodwork, etc.
- Wash windows (as necessary)
- Wash blackboards and chalk trays
 - (supply with fresh chalk as needed)
- Scour sinks
- Watch for handprints, etc. on walls and wash off
- Arrange furniture in good order
- Wash windows in doors

Upstairs Corridors and Stairways

- Dry mop floors
- Dust radiator covers, windowsills, etc.
- Wash windows (as necessary)
- Watch for handprints, etc. on walls

Upstairs Lavatories

- Scour lavatory fixtures (toilet, etc.)
- Wash windows (as necessary)
- Dust
- Mop floor
- Keep check on towels, tissue and replenish as necessary
- Wash mirrors

Upstairs Closets

- Mop and dust (as necessary)

Tuesday: (basement)

Scout Hall

- Dry mop floors
- Dust woodwork and furniture
- Watch for handprints, etc. on walls and wash off
- Arrange furniture in good order

Kitchen (as necessary)

- Dry mop floor
- Dust
- Wash cabinets and appliances
- Scour sinks

Choir Room

- Vacuum carpet
- Dust furniture
- Arrange furniture in good order

Hallways, Meeting rooms, and stairways down to basement

- Dry mop
- Dust woodwork and furniture

HOUSEKEEPER Job Description continued

Tuesday: (basement) continued

Closets

Mop and dust (as necessary)

Lavatories

Scour lavatory fixtures (toilets, etc.)

Dust

Mop floor

Keep check on towels and tissue and replenish as necessary

Wash mirrors

Wednesday: (first floor)

Emerson Parlor

Vacuum carpet

Dust furniture and woodwork

Maintain closet at east end and kitchenette at west end

Watch for fingerprints on walls and wash off

Help with "set ups" (as necessary)

Entryways and Corridors

Dry mop or vacuum (as appropriate)

Dust woodwork and furniture

Watch for fingerprints on walls and wash off

First Floor Classrooms

Clean plastic upholstery at least twice a year)

Clean artificial greens twice a year

Vacuum carpets

Dust woodwork and furniture

Wash windows in doors

Wash blackboards and chalk trays and supply with fresh chalk as necessary

Arrange furniture and toys in good order

Scour sinks

Watch for fingerprints, etc. on walls and wash off

Scheide Hall

Dry mop (as necessary)

Dust radiators and tables and chairs

Help with "set ups" (as necessary)

Wash windows (as necessary)

Library

Vacuum carpet

Dust woodwork and furniture

Dust bookshelves (as necessary)

Arrange furniture in good order

HOUSEKEEPER Job Description continued

Wednesday: (first floor) continued

Lavatories (4)

Scour all lavatory fixtures (toilet, etc.)

Dust

Mop floor

Keep check on towels and tissue and replenish as necessary

Wash mirrors

Thursday: (all offices and first floor kitchen)

Offices (6) 5 downstairs and 1 upstairs

Vacuum carpets

Dust woodwork and furniture

Wash windows (as necessary)

Kitchen

Wash floor and mats

Scrub counter tops and appliances

Scour sinks

Clean refrigerator (as necessary)

Clean ovens (as necessary)

Defrost and clean freezer (as necessary)

Wash windows (as necessary)

Clean inside of cupboards (once a year)

Wash hood over stove (as necessary)

Utility Closet

Sweep floor

Dust shelves

Scour sink

Friday: (sanctuary)

Dry mop floor

Vacuum carpet

Dust pews, choir chairs, pulpit furniture, radiators, woodwork, display cases, organ console, communion table, candelabras, piano, etc.

Clean pews - straighten hymnbooks - throw away old bulletins

Straighten usher supplies (collection plates, etc.) on table at back of church

Fill "pew card holders" with new cards (as necessary)

Sharpen pew pencils and refill (as necessary)

Polish woodwork and furniture (as necessary)

Vacuum pew cushions (as necessary)

SESSION HANDBOOK OF COMMITTEES

REPRESENTATIVES TO PRESBYTERY

ACTIVITIES COMMITTEE

Co-chairperson:

Members: (and others as recruited by the chairperson's)

Meeting times: As necessary to tend to its various duties (at the call of its chairpersons)

Job description:

Acknowledging the importance of joyful fellowship within the Christian community, the Activities Committee provides the context for this fellowship by planning, preparing and serving the receptions that are held when we receive new members as well as at other "special" times. It has been customary to serve punch, coffee, tea, and cookies at these special receptions.

Events on the Church Calendar for 2010 include the following:

May 23: Reception honoring new members and confirmands

June 6: Reception honoring graduates

November 21: Reception honoring new members

The Committee may also want to consider serving punch and cookies after Church (outside the Franklin Street Entryway) on summer Sundays when we often have more visitors (and children home for vacation) than at other times of the year.

BENEVOLENCE REVIEW AND SOCIAL ACTION COMMITTEE

Chairperson:

Members: (and others as recruited by the committee)
(The Pastor works directly with this Committee as a "resource person" and member ex-officio.)

Meeting times: As decided by the committee

Job description: Remembering that the Church is God's people "in mission" to God's world, the Benevolence Review and Social Action Committee leads the congregation in its involvement in "mission" and "social action." This Committee reviews the "special offerings" suggested by the denomination (Christmas Offering, One Great Hour of Sharing, etc.) and interprets them to the congregation; coordinates any "special" benevolence activities (such as our Herbertpur effort, and our Mexico Mission Trip) which the congregation may seek to undertake; coordinates any social action or intervention the session may wish to initiate within the context of the community (such as our involvement with the Food Pantry, Hospice, and Associated Charities); and annually reviews our "mission" giving and makes appropriate budgetary recommendations to the Finance Committee. A MAJOR RESPONSIBILITY OF THIS COMMITTEE IS THAT OF INTERPRETING MISSION TO THE CONGREGATION IN WHATEVER WAYS IT FEELS APPROPRIATE.

CHRISTIAN EDUCATION COMMITTEE

Moderator: Session Liaison:

From Session:

Others:

Meeting times: The third Thursday of each month at 6:00 PM (or as called by the moderator)

Job description:

The Christian Education Committee is responsible for the Christian nurture of the congregation in all its aspects. The week-to-week functioning of the Sunday School is always its most immediate concern (see Sunday School policies); but special training events for Sunday School teachers, summer youth activities, the Library, Adult Seminars, camps and conferences, the youth fellowships, youth retreats, Family Nights, Children After-school programs, Hi Club, Children's Worship, Summer Activity Centers, our ministry to Pitt Campus, Young People's Sunday, Hanging of the Greens, etc. are also among its concerns.

EVANGELISM OUTREACH AND PARISH CONCERN COMMITTEE

Chairperson:

From Session

Members: (and others as recruited by the committee) (The Assistant to the Pastor works with this Committee as "resource person" and member ex-officio.)

Meeting times: To be decided by the committee

Job description:

This Committee is to lead the Session as together we encourage our membership in our on-going efforts to become a community of faithful and devoted believers concerned about each other's spiritual and physical well-being. The Evangelism Committee is charged with the job of organizing and promoting retreats, workshops, and small groups oriented towards spiritual development.

Since the Board of Deacons is the lay body within the Church directly charged with the responsibility of visiting in members homes and "Parish Care", the Evangelism and Parish Concern Committee should relate to that Board in ways that are appropriate, always mindful of the fact that concern for our parishioners is a mutual concern--not that of the Deacons alone. Our Book of Order indicates that the elders are to "visit the people in their homes." It is the responsibility of this Committee to coordinate that visitation.

This Committee is further charged with leading our congregation as we encourage people outside our membership to seek the Lord. Within this context the Evangelism and Parish Concern Committee is to involve itself with bringing new members into our fellowship, seeing that they are prepared for membership and welcomed in appropriate ways, and "assimilating" them into the "Church Family."

As a corollary to this it shall be the responsibility of this Committee to lead the congregation in its "farewell" to members who are moving from the community.

Finally, The Book of Order indicates that the Session shall "review the roll of members at least annually, and shall counsel with those who have neglected the responsibilities of membership." This task is the specific responsibility of the Evangelism Committee.

The following are specific tasks to which this Committee attends:

- (1) The annual preparation of a church directory
- (2) The annual updating of an "informational brochure" designed for both members and prospective members
- (3) The recruitment and assimilation of new members
- (4) The church's ministry to inactives
- (5) Congregational workshops, seminars, and/or retreats focusing on spiritual development
- (6) Updating the Church's Website

FINANCE COMMITTEE

Chairperson: President of the Corporation

Members: Vice-president

Secretary

Treasurer

Assistant Treasurer

Stewardship chairperson

Members-at-large

(The Pastor works with this Committee as "resource person" and member ex-officio.)

Meeting times: The day of Session's monthly meeting at noon (or as called by the chairperson)

Job description:

Though our entire Session sits as our Board of Trustees under our present by-laws, the corporate affairs of the Church are the specific concern of the Finance Committee. Realizing that in and through all things we can glorify our Lord, this Committee "oversees" our income (including a quarterly review of the Church's various investment portfolios) and expenditures. Through its various sub-committees, it "oversees" the care of the Church building and property. With the advice of the various Session committees, church organizations, and staff it is responsible for the preparation of the annual budget. Also, this Committee is directly responsible for maintaining appropriate insurance coverage and arranging for an annual independent audit.

This Committee has the responsibility of organizing and effecting any campaigns for capital funds when such become necessary.

*The development of a **WILLS EMPHASIS PROGRAM** should be a high priority issue for this committee.

MAINTENANCE OF BUILDINGS & GROUNDS (SUB-COMMITTEE OF FINANCE)

Chairperson:

Members:

(The Church Sexton works with this Committee as "resource person" and member ex-officio.)
(Presidents/Vice President of Corporation (ex-officio) (and others as recruited by the chairperson)

Meeting times: As called by the chairperson

Job description:

As its name implies, this sub-committee of the Finance Committee is responsible for the continuing oversight of the maintenance and repair of our buildings and grounds. This sub-committee shall make recommendations to the Finance Committee when major capital expenditures in these areas are deemed necessary.

The task of the Maintenance Committee implies periodic and thorough examination of the interior and exterior of the church building and grounds.

In conjunction with the Pastor, this Committee is responsible for the supervision of maintenance personnel.

BUILDING/PROPERTY USE (SUB-COMMITTEE OF FINANCE)

Chairperson:

Members:

Job description:

The Book of Order indicates that the Session "shall have exclusive authority over the uses to which the church buildings and properties may be put." Requests from groups outside the Church to use the Church building or properties are channeled through this sub-committee to the Finance Committee. If there is some question as to whether a request should be granted, the Session should make the decision.

N.B. By action of Session, we do not loan any audiovisual equipment.

Under "normal" circumstances the following charges are made to individuals/groups who wish to use our facilities:

	Non-profit organizations:	All others:
Scheide Hall or Kitchen	\$50.00 each	\$100.00 each
Emerson Parlor or a Classroom	\$15.00 each	\$ 30.00 each

The dates must be approved by the church staff in advance of any booking. One-half of the total must be paid at the time the booking is made. The entire fee must be paid in advance of the scheduled event. No smoking is permitted in the building. No alcoholic beverages may be served or consumed in the building or on the premises.

FEES FOR THE USE OF CHURCH-OWNED EQUIPMENT FOR NON MEMBERS

Roasters, Coffee urns, and Tables \$5.00 each

Chairs \$.50 per chair

No charge for the above items for members of the church. However, there is a one week limit (7 days) on all borrowed items.

No outside use of flatware, china, punch bowls, candelabra, or other collectibles is permitted by members or non-members.

All of the above items must be signed out through the church office and signed in when items are returned.

Please contact the chairperson of the Building/Property Use Committee with requests to borrow items not appearing on this list, as the Session (rather than office staff) must make these decisions.

STEWARDSHIP (SUB-COMMITTEE OF FINANCE)

Chairperson: (President of the Corporation is a member ex-officio, and the Pastor works with this Committee as "resource person" and member ex-officio)

Job description:

The Book of Order indicates that "the worship of God by offerings shall be under the authority of the Session, accordingly the Stewardship Committee is entrusted with the responsibility of educating and encouraging the membership of the Church in their stewardship." It shall conduct the annual stewardship campaign each fall and report the results to the Finance Committee.

Events on the Calendar for 2010:

Stewardship Interpretation Sunday – November 7

Commitment Sunday – November 14

KITCHEN COMMITTEE

Chairperson:

Member: (and others as recruited by the chairperson)

Meeting times: As necessary

Job description:

Though the specific tasks of the Kitchen Committee may focus on the maintaining of our kitchen and the serving of meals in the church, the Committee's overarching concern is with the Christian fellowship that is often most joyously experienced around the dining table.

Events on the calendar for 2010:

Wednesdays, February 17 and 24 and March 3, 10, 17 and 6:00 p.m. – Lenten Family Night Tureen Dinners

Sunday, May 23 (9 AM) Session Breakfast for Confirmands and their parents

Wednesdays, October 6, 13, 20, 27, and Nov. 3 6:00 p.m. – Fall Family Night Tureen Dinners

January 26, 2011 Annual Congregational Dinner

NOMINATING COMMITTEE

Chairperson:

Members: Second Session representative

Deacon's elected representative

Presbyterian Women representative

Elected by congregation: (The Pastor works with this Committee as "resource person" and member ex-officio.)

Job description:

The specific task of this Committee is to make appropriate nominations at the Annual Congregational Meeting for the following offices: Elder, Deacon, Nominating Committee, Head Usher, and to fill vacancies as appropriate. The Committee will meet to perform this task on October 5, 2010 at 7:00 p.m.

PERSONNEL COMMITTEE

Chairperson:

Members: (The Pastor works with this Committee as "resource person" and member ex-officio.)

Job description:

The Personnel Committee will, in collaboration with the Moderator, acting on his/her capacity as Head of Staff, review the work of both program and support staff on an annual basis. In conjunction with this The Book of Order indicates that the compensation of both professional and non-professional church employees will be reviewed annually. This task is the specific responsibility of the Personnel Committee. Just how it is to take place is outlined in the Session's written PERSONNEL AND COMPENSATION POLICY.

It is the job of the Committee to counsel with the Pastor when problems relevant to staff functioning arise and to in collaboration with him lead and advise the Session in matters relevant to the filling of vacancies on the staff.

The Committee will meet June 15 at 3:00 p.m. for its annual review of the church staff and on other occasions as necessary.

WORSHIP AND MUSIC COMMITTEE

Chairperson:

Members: (The Pastor works with this Committee as "resource person" and member ex-officio.)

Meeting times: As called by the chairperson

Job description:

The Book of Order indicates that "subject to the provisions of the Directory for Worship, the Session shall have and exercise exclusive authority over the worship of the congregation, including the musical service, and shall determine the times and places of preaching the Word and all other religious services." Accordingly, the Worship Committee shall make recommendations to the Session concerning times for worship and through its oversee the musical program of the Church. The Worship Committee is encouraged to involve itself in the planning of "experimental" worship services. This Committee oversees the work of the Head Usher and the Ushers' Association.

Special events on the calendar for 2010:

April 1: Maundy Thursday Communion Service

December 24: Christmas Eve Service

COMMUNION ARRANGEMENTS SUB-COMMITTEE

Chairperson:

Members: (and others as recruited by the chairperson)

Meeting times: As necessary

Job description:

As its title implies this sub-committee of the Worship Committee is responsible for the arranging and serving of the Sacrament of the Lord's Supper.

Tentative Communion dates for 2010:

February 21: Lenten Communion

April 1: Maundy Thursday Evening (8 PM)

May 23: Pentecost Communion

October 3: World Communion Sunday

December 5: Advent Communion

January 2, 2011: Winter / New Year's Communion

March 13, 2011: Lenten Communion

PERSONNEL AND COMPENSATION POLICY

SECTION I – GENERAL POLICIES AND PRACTICES

It shall be the policy of the First Presbyterian Church, as constrained by available resources, to:

- ensure that, for comparable jobs, pay and benefits are competitive with those offered by other employers who offer similar employment opportunities and hire persons of comparable skills in the same employment market;
- encourage superior performance by giving increases to employees on the basis of individual performance levels as determined by an annual formal performance appraisal process, modified as necessary by economic factors;
- ensure that each position has a formal job description that outlines its scope, its duties and responsibilities;
- ensure that compensation is not influenced by race, color, sex, age, religion, (except where religious affiliation is a bona fide occupational qualification), handicap (if it does not adversely affect performance), marital status or national origin.

SECTION II – PERFORMANCE AND SALARY REVIEW GUIDELINES

General Purpose

All employees shall be formally reviewed at least annually for performance and suitability for their position. Salaries are to be considered annually as well. The purpose of these reviews shall be to:

1. Fairly assess an employee's job performance since the last review, communicate that information to the employee and provide an opportunity for employee input and response.
2. Help identify the development needs of an employee and appropriate actions that can be used to improve or enhance job performance.
3. Discuss any salary action based on performance level.
4. Serve as a guide to fairness and equity in salary administration.

Performance Appraisal Form

Written performance appraisals shall be prepared for each employee. Performance evaluation shall be based on the job duties described in the employee's job description and any specific objectives that may be established from time to time. Any employee's degree of achievement, compared with expected results, shall be rated on the following scale:

<u>Unsatisfactory</u>	Usually does not carry out responsibilities in a competent manner. Results achieved usually are not what is normally expected. Not reliable / dependable. Requires continuous supervision and follow-up.
<u>Needs Improvement</u>	Carries out some major responsibilities in a generally effective manner - less effective in carrying out other responsibilities. Some results are what is normally expected, others are not. Generally reliable and dependable, but has lapses. Requires considerable supervision.
<u>Fully Satisfactory</u>	Carries out major responsibilities in a generally effective manner. Results consistently meet what is expected. Reliable / Dependable. Requires only normal supervision.
<u>Outstanding</u>	Carries out major responsibilities in an exceptional manner. Significant results above and beyond all major job requirements are clearly evident. Accomplished additional assignments, projects beyond normal scope or responsibilities. Requires minimum supervision.

Salary Increase Guidelines

Salary increases shall be considered for each employee based on individual performance levels as compared to job responsibilities and stated objectives. It shall be the responsibility of the Personnel Committee to recommend a salary budget that takes into consideration external compensation survey data, responsiveness to other economic conditions, and internal pay equity.

An employee shall not be granted an increase who is performing at an unsatisfactory level. (*See Probation Guidelines Section*).

Review Schedule

Performance and salary reviews shall be conducted for all personnel at least once a year. Regular reviews shall be carried out prior to October 1, but a special review may be carried out whenever circumstances make it necessary or desirable. Clergy, program, and support staff shall all be reviewed by the Senior Pastor, and Personnel Committee.

Salary adjustments should reflect performance, changes in job responsibilities, changes in the cost of living, and budgetary constraints of the Church. Consideration should be given to changes in job responsibilities even when they do not lead to a different job classification. Salary adjustments based on the annual review shall become effective on January 1.

This annual consultation with each employee is not only a time to review performance and compensation but also a time to discuss job concerns, satisfactions, and dissatisfactions.

All new employees, including pastors, shall have a performance and salary review at the end of their first six months of employment, if the annual review has not taken place in the meantime. Any salary adjustments resulting from such a review shall be effective at the end of the six-month period.

Probation for Unsatisfactory Performance

An employee performing at an unsatisfactory level shall be placed on probation for a designated period of time, typically three to six months. The specific improvements in performance required for continued employment after expiration of the period of probation shall be set forth in writing and communicated to the employee.

Near the end of the period of probation, a new performance review shall be carried out. If performance during the period is rated satisfactory or better, the employee shall be permitted to continue in employment, and consideration shall be given to a salary adjustment effective at the end of the probation period.

If the employee's performance is still unsatisfactory at the end of the probation period, he or she shall be terminated, unless there are extenuating circumstances and a solid basis for expecting a significant improvement in future performance.

Sick Leave *(Applies to full time employees only)*

All employees shall be entitled to one day of sick leave effective on date of employment and one additional day on the first day of each subsequent month of employment, up to a total of 10 days per year of employment. Unused sick leave may be accumulated and used in subsequent years, but no more than 90 days of sick leave shall be accumulated for any purpose. All unused or accumulated sick leave shall be forfeited upon termination or retirement.

Vacation Allowance

Non-clergy employees shall be entitled to vacation time, with full pay, in accordance with the following schedule, length of service being computed as of January 1 each year:

Length of Service	Amount of Vacation
Less than 6 months	None
6 months or more but less than 2 years	1 Week
2 years or more but less than 5 years	2 Weeks
5 years or more but less than 10 years	3 Weeks
10 years or more	4 Weeks

Vacation time is to be taken in consultation with the Senior Pastor with the effective operation of the Church schedule always in mind.

A vacation allowance unused in a particular calendar year cannot be used in a subsequent year. Upon retirement or other termination, however, an employee shall be paid for the unused portion of the total vacation allowance for the current vacation year.

Employees wishing to forego part or all of their vacation time during a particular year shall be permitted, with the approval of the Senior Pastor and the consent of the Personnel Committee, to perform their regular duties and be paid on a straight time basis during vacation time not used for that purpose. As a general rule, however, employees are expected, and encouraged, to use their vacation allowances for the purpose intended.

Short-Term Disability *(Applies to full time employees only)*

After one year of service an employee who is unable, because of injury or illness, to perform the duties of his / her job or position shall be continued on the payroll for all or a portion of his / her salary throughout the period of disability up to a total of six months. As long as the individual has unused sick leave, including sick leave accumulated from previous years, and unused vacation time, full salary shall be continued and charge against sick leave and vacation time, in that order. After the available sick leave and vacation time have been exhausted, payments shall be reduce to 60 percent of the individual's pay at the onset of disability. At the end of six months, all payments shall cease and the individual must look to Social Security Disability Benefits or other sources for continued support.

Leave of Absence

A leave of absence may be authorized for an employee, with or without pay. A request for a leave of absence must be submitted in writing to the Senior Pastor and must be approved by the Senior Pastor.

A leave with pay may be granted for family illness or other such emergencies but must be approved by the Senior Pastor and the Personnel Committee. Up to three days absence with pay may be authorized by the Senior Pastor in the event of the death of the employee's spouse, child, parent, parent-in-law, or brother or sister. A leave shall routinely be granted for jury duty, with the Church paying the difference between jury pay and the employee's regular salary.

Leaves of absence without pay must be for good reason and should be kept to a minimum in order to disrupt Church business as little as possible.

Holidays *(Applies to full time employees only)*

All employees shall be entitled to the following holidays with pay: New Year's Day, Martin Luther King's Birthday, President's Day, Day after Easter, Memorial Day, Independence Day, Labor Day, Columbus Day, Veterans Day, Thanksgiving Day, Day after Thanksgiving, and Christmas Day (except when any of these fall on a Sunday, when an appropriate alternative may be selected in consultation with the Senior Pastor), Day after Christmas, and three personal days (to be taken in consultation with the Senior Pastor). Personal days are "non-accumulating."

SECTION III – APPROVAL FOR COMPENSATION ACTIONS

It shall be the responsibility of the Personnel Committee, in consultation with appropriate staff and the Senior Pastor, to prepare a personnel budget. The recommended budget shall reflect salary adjustments in conformity with the foregoing policies and guidelines.