

Canadian Church of God Ministries

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# **Guidelines for Pastoral Evaluation and Compensation**

November 2016

Commissioned by Canadian Church of God Ministries (COG in Western Canada)

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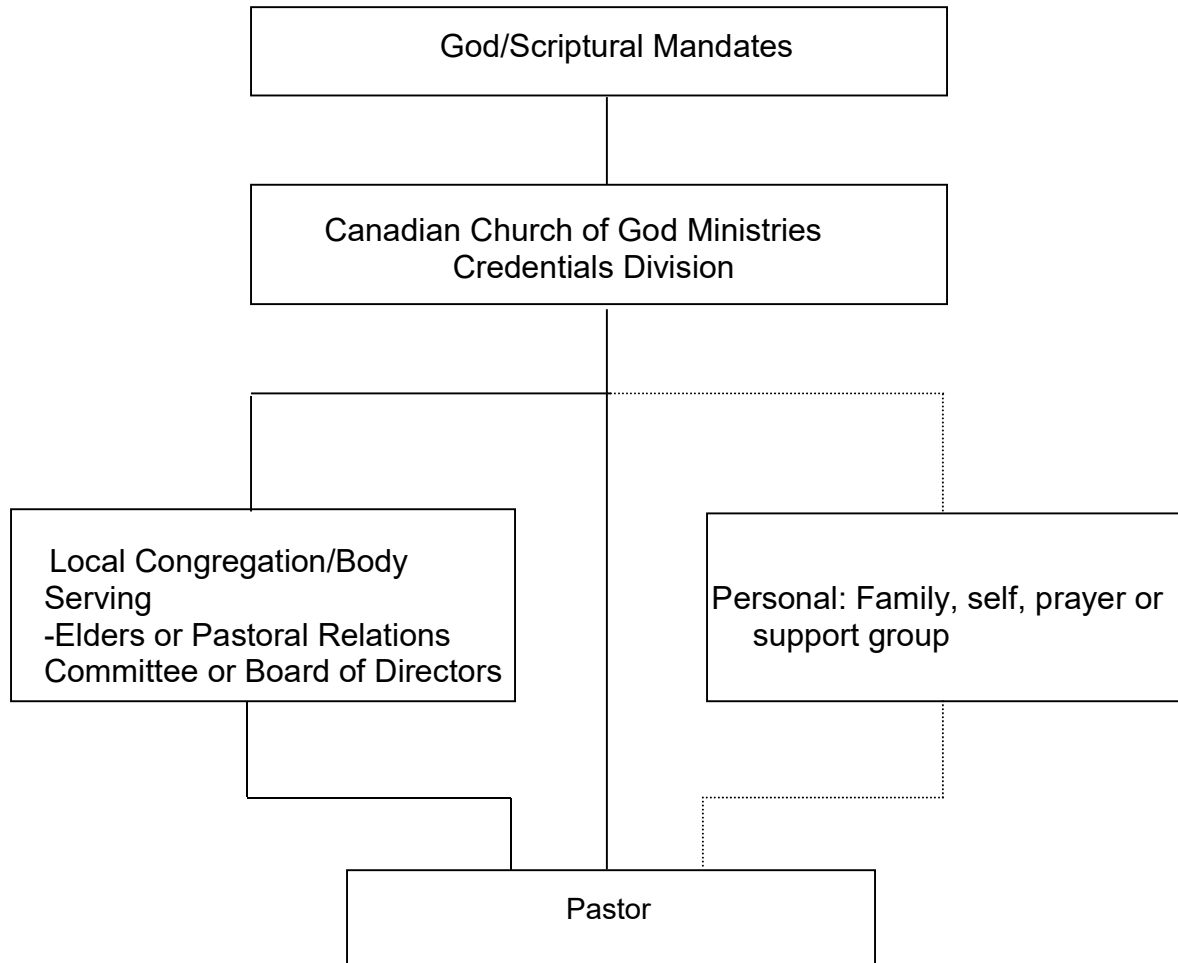
## 1. Introduction

The relationship between a pastor and the congregation is complex in nature. Although the pastor is expected to provide leadership in all areas of ministry in the congregation, the pastor must nevertheless function within a framework of accountability. By having policies and procedures in place that define this accountability, the congregation can have an effective means of performing evaluations of pastoral staff. There should be a link between performance and compensation, and this procedure should provide a fair process for arriving at an equitable compensation package.

In some instances, there may be provisions in the by-laws, which address these issues. In these cases, the recommendations should be coordinated with the by-laws.

## 2. Pastoral Accountability

Every minister within the Church of God has lines of accountability.



Each minister within the Canadian Church of God Ministries is required to complete an annual registration form, which includes updated contact information, ministry involvement – both professional and personal development etc., and submit this form to the Credentials Division, who study them and make personal contact with the minister should an interview be requested by the minister or Credentials Division members. All new ministers are given a supervisory pastor for a couple of years to help mentor and provide ongoing evaluation and support. This is done with the co-operation of the minister and the Credentials Division.

Responsibilities of the congregation and pastor are to ensure the best working relationship possible - it is imperative that a clearly defined partnership be established so there are not many "surprises" along the way e.g. role of ministers family in the life of the church often seems to be an area of concern. Initial interviews for the ministerial candidate need to be well thought out and again, the Credentials Division has some good resources. Some of this material is provided later on in this manual.

Should concerns arise that the minister or congregation does not know how to handle, the services of the Credentials Division and/or the Executive Director of Ministry Services should be enlisted.

### **3. Who evaluates the Pastor and makes a compensation proposal?**

The congregation should appoint a committee, which is responsible for doing the performance evaluations of the pastor(s). This committee is also the body that makes a proposal to the Church Council or Board of Trustees (or other body which has the responsibility for developing the budget). This committee might be the Board of Trustees, the Board of Elders, the Board of Deacons, the Church Council, the Pastor-Parish Relations Committee, the Budget Committee, the Personnel Committee or other committee or body that has the responsibility in the local church.

The members of this body should be people of influence in decision-making. They should be people with positive attitudes about the ministry, people with a working knowledge of current compensations, people who have a realistic and current knowledge of the cost of living and wage process, people who are aware of the church's budget, and people who have a an unwavering commitment to the gospel and to fair, equitable treatment of all persons.

Ideally, the entire process should be positive and affirming, but at the same time it should be thought out critically and be challenging to the pastor.

## 4. Terms of Employment

Although there are different labels which can be used, i.e., "Calling Agreement, "Employment Agreement, "Employment Contract", or "Services Contract", this document forms the basis identifying all the key elements required for a satisfactory working relationship.

This document should include:

1. Employment
2. Term of Employment
3. Duties/Accountability
  - A. Major Duties & Responsibilities
  - B. Accountability
4. Remuneration
5. Benefits and Vacations
6. Annual Evaluation
7. Confidentiality
8. Termination
9. General
10. Signatures & Seals

(See Appendix A for models)

## 5. Review Evaluation

- As identified in Section 6 of the Terms of Employment, an annual evaluation should be conducted by the Board of Elders, or the Pastor/Parish Relations Committee (or equivalent). See Appendix B.
- The remuneration payable should also be reviewed annually by this same Committee or Board.
- The annual evaluation should take place preferably near the end of the church activity year i.e. July or August, not the fiscal year of the congregation.

## 6. Pastoral Compensation

### 6.1 Introduction to Pastoral Compensation

The church has struggled with the question "What is the proper compensation level for our pastor?" This is a very complicated question, which requires investigation from several viewpoints. It is also a question which gives rise to related questions:

1. What do the scriptures have to say on this topic?
2. How is the pastor (and ultimately, the church) impacted if the compensation is inadequate?
3. How important is the office of pastor?
4. Will gifted young people consider the ministry if they have reservations with respect to compensation?
5. What level of compensation is fair relative to average salary levels in the congregation? Are there other professions that can be used for comparative purposes?
6. What do other church communions provide as guidelines?

These questions warrant further discussion.

#### 6.1.1 Scripture

The phrase "the labourer deserves his wages", Luke 10:7c, is well known. Churches have come to accept that a pastor should receive compensation, rather than lead the church in addition to full-time employment elsewhere (bi-vocational model). The question, then, is not whether to pay the pastor, but how much to pay. In the early years, the term "filthy lucre" was often used, and this caused pastors to distance themselves from the compensation issue. Members of the congregations also developed the attitude that pastors should concentrate on our souls, and not our money. Philosophy concerning the pastoral "role" can vary from place to place. In places where the pastor is perceived (or the pastor perceives him/herself) as the "hireling", often a "we/they" mentality

polarizes clergy from laity, and "job" takes precedence over servanthood. Jesus' analogy of the Good Shepherd is one that transfers well into parish life -the shepherd is to feed the flock and oversee it - a partnership occurs out of love and care for one another (John 10: 11-18). Pastoral and congregational relationships that succeed and result in growth must move away from the "hireling" concept.

### **6.1.2 Inadequate Compensation**

If the compensation level is inadequate, the pastor may begin to feel discouragement and dissatisfaction. This may lead to not being able to answer the calling as effectively as under better financial circumstances. It may also mean that the pastor's spouse may have to seek employment, and this could impact the pastor's ability to concentrate on his responsibilities by placing more load on him to help out at home. If the pastor has to moonlight to improve his finances, his effectiveness will be reduced. As retirement approaches, many pastors realize that they are not prepared financially. A distinct possibility is that the pastor may leave the ministry in order to pursue a career that provides a good standard of living, especially considering retirement.

Since compensation often reflects how the congregation perceives the pastor, the church must recognize that the compensation paid will play a major role in motivating the pastor.

### **6.1.3 Office of Pastor**

The pastor has many responsibilities. Pastors are expected to be preachers, evangelists, administrators, teachers, counselors, leaders, mentors, etc. In fact, the pastor usually functions as the Chief Executive Officer of the church. What training do pastors require to be able to do all of these things? With the education levels of the members of the congregation rising, pastors are generally expected to have an education level that allows them to provide leadership to all members of the congregation. In general, pastors are encouraged to work on their Master's degrees.

### **6.1.4 Young people entering ministry**

Some of our gifted young people are hesitant about entering the ministry. In many cases, parents are dissuading their children because of the stresses associated with the role of pastor, accompanied by a concern for their financial well-being. Pastors are usually not involved in the compensation discussions, and they must accept what is given them. Also, they live in glass houses, and are continually subject to public scrutiny. People will warn those going into ministry to do so with open eyes.



### **6.1.5 Compensation Level**

One of the most important points is to establish some of the factors that determine the overall compensation level. Some of these are:

- What is the average salary of members of the congregation?
- What is the compensation for other professionals in the community?  
e.g. high school teachers
- What is the cost of living in the community?
- What educational training does the pastor have?
- What experience does the minister bring to this assignment?
- What is the size of the congregation?
- What breadth of responsibility does the pastor have?

### **6.1.6 Compensation plans of other denominations**

Other church communions have established compensation guidelines. These can be an invaluable aid in determining what fair compensation would be, and some of these have been used in preparing these guidelines.

## **6.2. Process**

In establishing the pastors pay package, the committee should discuss:

- How have things gone this past year?
- What is the annual inflation rate?
- What is the salary range for a church our size, financial giving and region?
- How much are other professionals in the community paid?
- What is the cost of living in our community?
- Are professional expenses reimbursed in full?
- Is housing adequate?
- Are supplemental benefits properly considered and appropriate:  
Is there disability and life insurance for the family?  
Is the pension plan or RRSP properly funded?
- Are there excessive financial expenses being faced by the pastor and family?
- Is the salary attractive, fair, reasonable?
- Will the pay package be an inducement to stay or leave?
- What should the merit considerations be this year?

The Committee must consider the three components of the compensation package:

1. Salary and Housing remuneration
2. Benefits
3. Business Expenses & Reimbursements

To be effective, this Committee needs to complete the annual compensation review prior to the budget planning meetings. It is best to begin with the cost to

the church of placing a new minister on the job and then establish the actual salary last.

**Once the total amount of the compensation package is finalized, the minister should be allowed to negotiate modifications of the components accordingly for tax purposes, increasing or decreasing in areas as needed to reduce tax liability etc.**

## **6.3 The Compensation Plan**

### **6.3.1 Salary**

Congregations vary in size and financial giving. Ministers vary in effectiveness, commitment and educational training. All of these factors must be considered as the salary amount is established. Small churches may find it increasingly difficult to provide for a full-time minister. In this case suggestions could include:

1. Growth or amalgamation
2. Stewardship Campaign
3. Minister sharing (Minister circuit)
4. Bi-vocational Minister offering reduced services
5. Retired Minister offering reduced services
6. Student Minister offering reduced services

If the congregation elects to compensate a minister on a basis which is less than full time, the congregation must also be willing to prorate the hours of work accordingly.

There needs to be an understanding between the minister and congregation that if the salary (including housing allowance) falls below the household median income of the community, the minister may need to be bi-vocational.

The salary is made up of 6 Components

1. Base salary
2. Experience allowance
3. Administrative allowance
4. Past education allowance
5. Membership allowance
6. Other allowances

### 6.3.2 Worksheet

Appendix D provides a worksheet for church Committees to use to establish the compensation package. Please ensure that the Committee uses the updated Appendix for the proposed year. Updated worksheets are available from the Executive Offices.

#### 1. Base Salary Considerations

The base salary is shown in Appendix D.

The base salary applies to all positions whether senior pastor, associate pastor, or similar position. The differences in remuneration received by senior pastors are made up of other components like experience allowance and supervisory allowance.

#### 2. Experience Allowance

The experience allowance is intended to recognize the increased effectiveness that should result from greater experience. The experience allowance is capped at twelve years and is calculated as a percentage of the base salary. The following guidelines should be considered.

Years of Experience	Factor	Years of Experience	Factor	Years of Experience	Factor
1	+2.5%	5	+12.5%	9	+22.5%
2	+5%	6	+15%	10	+25%
3	+7.5%	7	+17.5%	11	+27.5%
4	+10%	8	+20%	12+	+30%

#### 3. Supervisory Allowance

This factor is included when a church employs more than one pastor and recognizes the different responsibilities of the senior and the assistant or associate pastors. Where the senior pastor is directly responsible for the supervision and performance of the associate pastor, and where the normal working hours of the senior pastor are not being reduced, the senior pastor should receive the supervisory allowance. Please note, paying the senior pastor the supervisory allowance should not be a factor in calculating the associate or assistant pastor's salary.

#### 4. Past Education Allowance

The past education allowance is intended to recognize the increase in effectiveness that should result from additional education. It is suggested that the Pastor receive the allowance for the first two, professionally related degrees. Where appropriate the committee may want to provide additional compensation

at a reduced rate for education other than a degree, for professionally related, vocational courses. No allowance is included for education that is not professionally related, but the Committee may want to consider this other education in section 6, Other Allowances.

## 5. Congregation Size Allowance

The congregation size is taken to be the average Sunday morning worship service attendance for the prior twelve months. If there is evidence of significant recent change, the Committee may want to adjust the average to reflect this change. For example, if two churches are amalgamating in the coming year, the average attendance for the prior year will not adequately reflect the Pastors responsibilities for the coming year.

## 6. Other Allowances

Reward for non-qualifying education, loving, patient, faithful, unselfish and wise service given to the Congregation beyond the call of duty may also be considered on a merit basis.

### **6.3.3 Housing Allowance**

Ministers vary on the desire to live in a parsonage or to own their home. The congregation and minister(s) should be flexible at this point.

#### Housing Allowance

If the pastor owns or rents his/her home, the allowance should be equal to the fair rental value of the home, unfurnished, but including the cost of utilities. This is then subject to the current year's limitations developed by the Canada Customs and Revenue Agency.

#### Home Equity

If the pastor lives in a parsonage, it is suggested that the church develop a home equity fund program for him or her. This equity allowance provides financial resources for a pastor to provide housing upon retirement or to provide down payment money for the purchase of a house during an active ministry. A suggested guideline would be 10% of a housing allowance.

### **6.3A Benefits**

These are items the pastor needs to protect and benefit his family and are not dissimilar to what other employees receive from their employers. These are expenses to the church; not salary to the pastor. Provision of benefits should not be used to justify reductions in the Pastor's salary.

The committee should consider paying at least 70% of the premiums of these benefits, except where it is **appropriate**, due to tax legislation, for the pastor to pay the full amount.

The Church Workers' Benefit Plan includes extended health and dental insurance, as well as life insurance and disability insurance. A group retirement savings plan is also available. Information on both of these plans can be obtained from the executive offices.

**A. Extended Health & Dental Insurance**

The congregation should make the appropriate premium payment for adequate family coverage.

**B. Retirement Income Plan**

The congregation should contribute approximately 10% of the base amount identified in Appendix D. This may be to a defined retirement income plan or directly to the pastor, to a plan that is self-directed by the pastor.

**C. Life Insurance**

Every church should insist the Pastor have sufficient life insurance to provide for his/her family in case of his/her untimely death.

**D. Disability Income Insurance**

Every church should provide disability coverage in case the pastor becomes disabled and can no longer provide for the family or congregation. Coverage should be enough to provide up to at least 70% of current income.

**E. Severance Pay**

The church may want to consider paying the pastor one week's salary for every year served at the congregation when the minister resigns/retires honorably.

**F. Time Off/Away**

The ministry is very demanding and stressful. The hours can be very long, the pace very fast. Pastoring is people. People are all different and can be difficult. The minister needs time away to rest and recuperate from this load.

### 1. Days off

Since church work requires a great deal of evening and weekend involvement, weekly time off is needed to provide the pastor normal opportunity for renewal refreshment and personal business. The congregation will benefit from such a schedule. Ministers and congregations understand emergencies may interrupt their plans, schedule, and days off.

In order to reasonably set expectations with the pastor, it may be useful to think in terms of blocks of time. Each day can be considered as having three (3) blocks of time; morning, afternoon and evening. The congregation should be flexible with the pastor to arrange his schedule for greatest ministry effectiveness and needed family time. Clearly defined expectations of time off are important for the pastor and the congregation. Extra blocks worked each week accumulate and should be recorded for extra time off to be taken in the future.

### 2. Sick Leave

Sick leave should be accrued at the rate of one day per month with full pay, up to a maximum of 50 days (ten weeks). At 50 days accrued balance, accruals will stop. Should an illness reduce the balance, accrual resumes until the maximum is reached. These accumulated days should not be used for any other purpose.

### 3. Vacation

The pastor needs a minimum of three weeks vacation to prevent burnout, frustration and sickness. The vacation allowance should increase by one week after five years of service (this is meant to be cumulative service, and not limited to service in the current congregation) and by a further week after ten years of service. No further increases are provided following ten years of service. Provincial labour laws should be consulted. The vacation period includes Sundays.

Attendance at LeaderConnect, Theologue, Campmeeting, and Ministers'/Spouses' Retreat is not considered vacation time.

### 4. Statutory Holidays

The pastor should be treated as members of the congregation are treated by their employers. Due to the work of the ministry and the calendar rotations, ministers work on some holidays. The day preceding or following the statutory holiday worked by the pastor should be taken in lieu.

### 5. Maternity, Adoptive and Paternity Leave

The congregation shall provide maternity leave, including all salary and benefits at the time of the birth of a child. Additional time and salary considerations may be negotiated if complications exist. Applications for adoptive and paternity leave should be negotiated on an individual basis.

## 6. Sabbatical Leave

The congregation should consider providing sabbatical leave every eight years. A period of four weeks is suggested, in addition to normal vacation for that year. This can be combined with up to two weeks of vacation, for a total absence of up to six continuous weeks. Sabbatical leave must be taken within 24 months of eligibility.

Sabbatical leave must be used for spiritual growth and development. This may include such things as a missionary exchange, further education etc. The Pastor should submit a detailed plan to the congregation for approval prior to taking the leave.

Where appropriate, if the Pastor has taken time off for education during the qualifying period, the sabbatical leave may be reduced. Full pay would continue during this period.

## 7. Preaching, Leading or Serving Outside the Local Congregation

Some pastors are also called as "general ministers" to the church-at-large as evangelists, conference leaders, music directors, etc. This special calling to the body of Christ should be accepted and commended. Clearly defined expectations of time away are important for the pastor and the congregation, such as two to four weeks per year.

If your pastor's leadership is desired elsewhere, be thankful. It is a compliment to you as a congregation. He/she will come back to you refreshed and renewed to serve you better.

## 8. Professional Learning

Educational leave is suggested annually for continuing education programs, professional workshops etc. Educational leave may be granted with full pay at the discretion of the church and should generally not exceed 45 hours per year and cannot be accrued or carded forward if not used. Education leave is not considered as vacation, but may, at the discretion of the church and with the agreement of the pastor, reduce the earned sabbatical leave

## 9. Bereavement and Compassionate Leave

Leave Bereavement leave of at least three days with full pay should be provided for the death of an immediate family member or the spouse of an immediate family member. Bereavement leave is extended to five days with full pay if travel greater than 250 km. is required. If requested, the Church may grant additional compassionate leave to the bereavement leave or in the event of a serious illness of a family member.

## 10. Chaperon Leave

The ministry involves retreats, conventions, camps, mission/work camp etc. It is expected of the pastor to attend and support these when possible. This is to be considered work time and not vacation time when the pastor is involved in the planning and/or supervision of a substantial portion of the activity.

### **6.3.5 Professional Expenses/Reimbursements**

These items are considered congregational expenses to provide ministry and are not items to be included or considered as the Pastor's pay. These expenses would not occur unless he/she were the minister. Not all these allowances are paid monthly. As noted below some are paid as incurred and are not accrued to following years, or paid out if the pastor leaves.

#### A. Auto

The church should consider paying a monthly travel allowance that would reflect the visitation needs of the church and where the pastor is expected to travel to activities that do not take place at the church. Alternatively, the church could pay mileage expenses for submitted claims. The mileage allowance should be at least 20 cents per kilometre. Canada Customs and Revenue Agency publishes annually a maximum rate that they feel is justifiable.

#### B. Continuing Education and Personal Library

The congregation should provide up to six days per year and pay the reasonable costs for further education. Normally these costs should be approximately 5% of the base salary. The educational leave and allowances should be paid as incurred and are not carried forward and not paid directly to the pastor if unused. This will allow the pastor to improve his/her skills and to experience personal growth for a more effective ministry.

Books, journals, subscriptions, dues, software, etc. are needed by the minister to continue learning beyond his/her formal training. The congregation benefits immensely by a pastor with a "rich" library. Although the pastor may choose to leave these materials with the church when they leave, these materials are generally the property of the Pastor.

#### C. Ministers' Meetings, Conventions, and Regional Boards/Committees

Ministers attend many ministerial and professional meetings on local, district, regional, national and international levels.

It is recommended that the church pay the full costs of the Annual Leadership Conference (LeaderConnect) and the Annual Fall Ministers Retreat of Canadian Church of God Ministries. It is recommended that the church pay the full registration and travel costs only of the Annual Campmeeting of the Canadian Church of God Ministries.



If necessary, the church may request that the time needed to participate in these activities be reduced or limited, if the programs and ministries of the congregation are being adversely affected.

#### D. Hospitality

Ministers entertain. Ministers counsel people over lunch. Ministers cultivate leadership at meals. Ministers host people in their home. They take preachers, evangelists, visiting missionaries, etc., to dinner. Churches should consider reimbursing pastors for this additional expense.

#### E. Gifts

The minister has many gifts to buy throughout the year - weddings, graduations, housewarmings, showers, birthdays, funeral & hospital flowers anniversaries, etc. This cost should be covered by the church.

#### F. Other

Pagers, cellphones, personal computers, etc. are all modern technological tools available to enhance the service of the pastor to the church. Every church should try to either supply this equipment or pay the operating and usage costs for this equipment as needed for a more efficient and effective ministry.

### **Supply Pastors**

Where a church needs the services of a supply pastor, the pastor should be paid \$100 per service plus travel allowance, meal allowance and lodging allowance as required.

### **6.3.6 Other Considerations**

In addition to the compensation provided by the local church for agreed upon job description, the pastor may, from time to time, receive honorariums, gifts, love offerings, and other outside income. This income will vary from minister to minister; year to year. This extra income should not affect salary consideration. The bi-vocational minister should be fully appreciated for his/her willingness to serve and be paid as much as possible by the congregation for services rendered. The goal of the congregation should be full time support for full time ministry.

**The matter of spouse employment is inappropriate for the church to consider. That decision is solely for the minister and spouse to make and should not influence the minister's salary**

In addition, although the value of the pastor's spouse is recognized as a valuable support to the pastor, the talents and skills of the spouse should not be considered during the hiring of a pastor. The spouse's involvement in the activities of the church should be considered voluntary, just as for any other member of the congregation. This should not preclude the separate hiring of the spouse.

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# APPENDIX A

## EMPLOYMENT AGREEMENT

THIS AGREEMENT MADE AS OF THE \_\_\_\_\_ DAY OF

\_\_\_\_\_

BETWEEN:

**THE BOARD OF \_\_\_\_\_**

**(hereinafter called the "Board")**

**OF THE FIRST PART**

**- and -**

**(hereinafter called the "Minister")**

**OF THE SECOND  
PART**

**WHEREAS** the Board has agreed to employ the services of the Minister on the terms and conditions herein contained;

**NOW THEREFORE THIS AGREEMENT WITNESSETH** that in consideration of the covenants and agreements hereinafter contained, it is agreed by and between the parties as follows:

1. The Board will employ the Minister and the Minister will serve subject to the terms and for the consideration set forth herein.
2. Subject to earlier termination as provided herein, the Board employs the Minister commencing on \_\_\_\_\_ with the terms of Employment renewed annually.
3. The Minister's major duties and responsibilities will include;
  - Facilitating ....
  - Serving....
    - Providing ....
    - Participating....and the Minister will account to the Board.
4. The Minister shall be paid an annual salary of \$ \_\_\_\_\_ payable in equal monthly installments on the last day of each month,

less statutory deductions and less the Minister's portion of retirement and other benefit plan contributions referred to in paragraph 5.

The Board will also establish a discretionary fund ("the Minister's allowance") in an amount to be determined annually by the Board in consultation with the Minister, which fund is to be spent by the Minister for entertainment, promotion, travel and attendance at conferences.

5. The Minister will be entitled to participate in the benefit plan or plans available from time to time to employees of the Congregation including life, health, long term disability, dental, vision and retirement and in such other benefits as are provided to other employees of the Congregation with like or similar duties and responsibilities.

The Minister will be entitled to an annual vacation of not more than four weeks during each full year of 12 months of this Agreement in accordance with the Vacation Entitlement Policy 9 attached. Unless otherwise approved in writing by the Board, any vacation time not taken by the Minister will be forfeited.

The Minister shall be entitled to two days of sick leave for each month of employment to a maximum of 20 days per year. The annual sick leave is not cumulative.

The Minister shall be entitled to and accumulate \_\_\_\_\_ weeks of sabbatical leave each year.

6. An annual evaluation of the Minister's performance will be conducted by the staff evaluation committee of the Board. The results will be communicated to the Minister and to the Board separately but within 24 hours of each other.

The Executive offices are available to help structure the process of evaluation.

The Board will review the Minister's remuneration annually taking into consideration the evaluation and changes in cost of living index. Neither the evaluation nor changes in the cost of living index nor discussions with the Minister concerning the same will obligate the Board to grant an increase and increases shall be in the sole discretion of the Board.

7. The Minister acknowledges that the business and finances of the congregation or their dealings, transactions and affairs are confidential and the Minister will not during nor after termination of this Agreement divulge such information to third parties without the expressed written consent of the Board.
8. (a) The Minister's employment may be terminated with or without cause by the Board. If terminated without cause, the Minister shall receive 12 months compensation in lieu of notice, provided that during the last 12 months of the

term of employment the notice period shall be limited to the unexpired portion of the term.

(b) If the Minister resigns voluntarily, he/she shall give three months prior written notice or such shorter notice as the Board agrees. During the notice period, the Minister will continue to perform his/her duties.

(c) In the event of termination of the Agreement by either party, any amounts owing to either shall be set off as against any amounts to be paid.

9. There are no other Agreements written, oral or implied between the parties and any waiver or amendment of the terms hereof is not binding on the parties unless it is in writing signed by the parties.
10. Any notice to be given to either party shall be personally delivered or sent by prepaid registered post to the other party at that party's last known address. If sent by post, the notice will be deemed to have been received by the addressee three clear days after the date it was posted. The present addresses for service of the parties are:

(a) The Chairman of the Board:

(b) The Minister:

**IN WITNESS WHEREOF** the Board has caused this Agreement to be executed by its duly authorized officers and its corporate seal to be affixed hereto and the Minister has affixed his/her hand and seal personally as of the day and year first above written.

THE BOARD OF

\_\_\_\_\_

PER: \_\_\_\_\_  
Chairman

SIGNED, SEALED AND DELIVERED in the presence of:

\_\_\_\_\_  
WITNESS

\_\_\_\_\_  
MINISTER

## APPENDIX B

### POLICY ON VACATION ENTITLEMENT FOR CANADIAN CHURCH OF GOD MINISTRIES EMPLOYEES

As defined by Executive Council on behalf of the General Assembly, the following entitlement and application applies:

Entitlement (for years of service)

0 - 4 years	3 weeks
5 - 14 years	4 weeks
15 - 24 years	5 weeks
25 - Retirement	6 weeks

#### **Application:**

1. No more than four (4) weeks will be taken at one time.
2. Vacations must be taken within the year to which vacation relates and vacation not taken shall be deemed to have been taken and no other compensation shall be payable by the Council, unless otherwise approved in writing by the Council.

## **APPENDIX C**

### **PASTOR - REVIEW/APPRAISAL GUIDELINES**

#### **GENERAL**

##### Review Group

This group should fairly represent the lay leadership in the congregation, i.e., Board of Elders; Church Council; or representatives from major boards and committees, e.g., Board of Trustees, Christian Education, etc.

##### Frequency/Timing

The appraisal should be done on a yearly basis. Timing should be geared to Church Activity year, September to August, as opposed to calendar year or church fiscal year. This is important for the process to be most objective and effective.

#### **PROCESS**

##### First Year

Taking into consideration the Purpose & Definitions, as described on Page 1, develop objectives for first year evaluation (see VI OBJECTIVES FOR THE FUTURE, PAGE 6). This should be done jointly by Pastor & Review Group.

##### Second and Subsequent Years

The pastor should complete a draft of the Review Appraisal package, excluding suggested ratings, providing copies to evaluation group. At a meeting between Pastor & Review Group, discussion and agreement on each statement and rating should take place. At the end of the process a final draft should be completed and signed-off by both Pastor & Review Group. The original should be kept on file for the future Review/Appraisals.



**PASTOR**

**REVIEW/APPRAISAL**

NAME \_\_\_\_\_

REVIEW PERIOD \_\_\_\_\_

DATE OF REVIEW \_\_\_\_\_

DATE OF LAST REVIEW \_\_\_\_\_

REVIEW/APPRAISAL BY \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## **PURPOSE**

The purpose of the review/appraisal system is to provide clear objective feedback to a pastor in a manner that will facilitate understanding, commitment and growth.

With all the subjective judgments removed, a review can set a positive tone for future action. It can be mutually satisfying and establish a dialogue between both parties that fosters open communication in the future.

The review then will be directed in three areas:

1. What was accomplished and how well?
2. What wasn't accomplished and why?
3. What are the goals and the time frames for the future?

## **DEFINITIONS**

Goals - Statement of longer range guidelines, subject to change by mutual agreement  
(Job Description).

Objectives - Statement of shorter range, measurable activities/actions.

## **RATING SCALE**

Exceeds Expectations	4
Meets Expectations	3
Needs Improvement	2
Unacceptable	1

**I. PREVIOUS OBJECTIVES**

- 1. List objectives identified at last review.

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**RATING: II. RESULTS AND EFFECTIVENESS**

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**III. RESOURCE MANAGEMENT**

**RATING:** 1. \_\_\_\_\_ **Office Staff**

\_\_\_\_\_ Implements an appropriate plan to train, update and direct staff.

Comments: \_\_\_\_\_

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**RATING:** 2. \_\_\_\_\_ **Pastoral Staff**

\_\_\_\_\_ Implements an appropriate plan to train, update and direct staff.

Comments: \_\_\_\_\_

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**3. Congregational Boards & Committees**

**RATING:**

\_\_\_\_\_ Maintains direct liaison with Boards & Committees giving leadership when required.

Comments: \_\_\_\_\_

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**4. Congregational Constituency**

**RATING:**

\_\_\_\_\_ Creates a team atmosphere and builds morale.

Comments: \_\_\_\_\_

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**IV. PERSONAL DEVELOPMENT**

- 1. What forms of professional development have you experienced since last review?

Comments: \_\_\_\_\_

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\_\_\_\_\_

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\_\_\_\_\_

\_\_\_\_\_

- 2. What form(s) of professional development do you intend and/or desire to be involved in during the coming review period?

Comments: \_\_\_\_\_

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## V. PERSONAL QUALITIES

**RATING:** \_\_\_\_\_ Rate the following:

- \_\_\_\_\_ 1. Leadership
- \_\_\_\_\_ 2. Communication Skills
- \_\_\_\_\_ 3. Attitude
- \_\_\_\_\_ 4. Commitment
- \_\_\_\_\_ 5. Flexibility

Comments: \_\_\_\_\_

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## VI. OBJECTIVES FOR THE FUTURE

Identify specific objectives for next review/appraisal period.

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# PASTOR - REVIEW/APPRAISAL GUIDELINES

## GENERAL

### **Review Group:**

This group should fairly represent the lay leadership in the congregation, i.e., Board of Elders, Church Council, or representatives from major boards and committees, e.g. Board of Trustees, Christian Education, etc.

### **Frequency/Timing:**

The appraisal should be done on a yearly basis. Timing should be geared to Church Activity year, September to August, as opposed to calendar year or church fiscal year. This is important for the process to be most objective and effective.

## PROCESS

### **First Year:**

Taking into consideration the Purpose & Definitions, as described on Page 2, develop objectives for first year evaluation (see VI. OBJECTIVES FOR THE FUTURE, page 7). This should be done jointly by Pastor and Review Group.

### **Second and Subsequent Years:**

The pastor should complete a draft of the Review Appraisal package, excluding suggested ratings, providing copies to evaluating group. At a meeting between Pastor and Review Group, discussion and agreement on each statement and rating should take place. At the end of the process a final draft should be completed and signed-off by both Pastor and Review Group. The original should be kept on file for the future Review/Appraisals.

# Appendix D

## 2016/2017 Calculations

1. Base Salary

\$29,593 for (2016/2017). (This is rise of 1.50% from last year.)

2. Experience Allowance

Years of Experience	Factor	Years of Experience	Factor	Years of Experience	Factor
1	740	5	3,700	9	6,660
2	1,480	6	4,400	10	7,400
3	2,220	7	5,180	11	8,140
4	2,960	8	5,920	12+	8,880

3. Supervisory Allowance

Senior pastor allowance \$2,300

4. Past Education Allowance

First degree \$1,250

Second (higher degree) \$1,250

or

Non degree, vocational courses \$625

5. Membership Allowance

0	-	50	.....\$0
51	-	75	.....\$1,150
76	-	100	.....\$2,300
101	-	150	.....\$3,450
151	-	200	.....\$4,600
201 and over			.....\$5,850

6. Other Allowance - Discretionary

7. Housing Allowance

If the pastor owns or rents his own home, a house allowance should be provided.

8. Home Equity

The home equity allowance should be 10% of the applicable housing allowance.