



DIOCESE OF LONDON

# Personnel Policy Manual

*“Together they contribute to the  
Building up of the body of Christ”*

Approved by  
Most Reverend Ronald P. Fabbro, C.S.B.  
Bishop of London

*on the recommendations of the Council of Priests*

SECOND EDITION (January, 2006)

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DIOCESE OF LONDON  
OFFICE OF THE BISHOP  
1070 Waterloo Street  
London, Ontario N6A 3Y2  
Canada

December 8, 2005

Solemnity of the Immaculate Conception

My dear sisters and brothers in Christ,

By this letter, I am pleased to give my approval of the following three documents: **Personnel Policy Manual**, which applies to all employees of our diocese, **Policies and Procedures for Permanent Deacons and the Permanent Diaconate Formation Program**, and **Policy for Remuneration of Priests**.

The policies and procedures contained in these documents reflect the universal law of the Church, particularizing it for the good ordering of our diocese. They also utilize civil law, demonstrating the commitment of our diocese to protect people's rights and to fulfill the requirements of justice and equity.

It is significant that these documents concern the laity, deacons and priests. The Church is a sacrament of communion of all the baptized. It is the grace of our baptism which unites us in the body of Christ and calls us to practise justice and charity in all of our relationships. By faithfully following these policies and procedures, then, we bear witness to our faith; we proclaim to the world the transforming power of the Gospel of Jesus Christ.

Some of these policies and procedures are new; some are revisions. All of them have been thoroughly vetted. I thank Mr. Mark Ouellette, the Episcopal Director of Personnel Services, and his team for the excellent work they did to prepare these documents. All of us will now have a part in implementing them.

Today, we celebrate the principal patron of our diocese, our Lady of the Immaculate Conception. As we strive to be good disciples of Jesus in our world, we turn to Mary, our mother and our model. Through her intercession, may God bless our diocese and may we draw ever closer to her Son.

Sincerely yours in Christ,

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Most Rev. Ronald Fabbro, C.S.B.  
Bishop of London

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## *1. INTRODUCTORY STATEMENTS*

### **The workplace of the Church**

In response to the many requests for clearly-stated and updated personnel policies, the Office of Ministry and Personnel has co-ordinated the development of a revised edition of our Personnel Policy Manual. It is a written statement of employee rights and corresponding responsibilities. It also states the rights and responsibilities of the Diocese of London to its many dedicated employees in parishes, cemeteries, and programs.

This manual may appear no different from any other personnel manual. But it is fundamentally different. We have tried to root it in the gospel because of our dignity as God's people and because of the sacred nature of Christ's mission in which we all participate. We have been diligent in referencing these policies to the goals of our newly-promulgated pastoral plan. We thank the many employees, pastors, and program supervisors who contributed suggestions and revisions to our original policy manual. Some policies remain the same, some have been revised, and some are new.

Let us pray that it will help us to become the loving family of God's people who rejoice not only in our holy work but in the companionship of those who work with us.

### **Policy application & administration**

The personnel policies contained in this manual have been developed to promote healthy working relationships within our diocesan family. They seek to clarify the rights, expectations and responsibilities of all who work for the Church. These policies apply to employees of the chancery office, employees of all diocesan programs, parish employees, and diocesan cemetery employees. Where a stated policy conflicts with a signed collective agreement in a unionized setting, the collective agreement will take precedence.

This policy manual will be administered by the Office of Ministry and Personnel. From time to time, these policies will be re-examined in the light of changing conditions, employee and/or employer concerns, or new legislation. When necessary, suitable changes will be made. Employees will be consulted and notified in writing of any future changes or amendments to personnel policy. It is the responsibility of all pastors /supervisors to ensure that all members of their staff are familiar with these policies and working procedures.

Care has been taken to ensure these policies comply with all government legislation as of the date of publication.

## **2. EMPLOYMENT POLICIES**

### **Hiring, recruitment, selection**

Though diocesan hiring procedures are tailored to the nature and history of the position to be filled, a consistent pattern in the recruitment and selection of employees on the basis of merit, qualifications, and competence will be followed (*Pastoral plan - goal # 6*). The Office of Ministry and Personnel is available to assist parishes and programs in their hiring process. The provisions would include:

1. A “discernment” process or “needs study” should precede a decision to hire or fill a vacancy.
2. The preparation of a job description in advance of recruitment outlining qualifications, duties, responsibilities of the position, classification, and salary range.
3. The development of selection criteria based on the job description.
4. An internal diocesan-wide communication advertising the position to all current employees at the diocesan and parish levels including a deadline for applications. Internal applications will be considered confidential.
5. Initial screening, interviewing, and reference checks of all applicants considered for the opening. Reference checks would be particularly relevant if the individual has worked for the Diocese in another parish or pastoral setting. For those hired for ministry a police records check is required. All unsuccessful candidates/applicants will be notified accordingly.
6. Once a decision is reached, a formal employment letter from the pastor/supervisor is given to the successful candidate indicating the starting salary, starting date, probationary period, and the supervisor to whom the individual will report.
7. An orientation process and probationary period for the new employee followed by a formal performance evaluation.
8. Special consideration is given to promotion from within for those employees who have demonstrated by their performance and training that they are interested in assuming additional responsibilities.

### **Non-discrimination policy**

The defence and promotion of human dignity is inseparable from the Gospel mandate. It is, therefore, the policy of the Diocese of London to promote equal opportunity in the areas of recruitment, employment, training, development, transfer, and promotion. Decisions in these areas are made on the basis of qualifications and competence — not on the basis of race, colour, age, gender, marital status, sexual orientation, national origin or disability. Exemptions as to discrimination on the basis of creed may apply in those instances where ordination or religious belief and practice are *bona fide* job requirements (*Pastoral plan - goal # 6*).

## **Nepotism**

In accordance with the Ontario Human Rights Code, the diocese will not discriminate in its hiring practices on the basis that the person is related to a current or former employee. The following issues must be considered before selecting a candidate who is related to an employee:

- ▶ Is the candidate qualified for the position?
- ▶ Has the candidate been selected in accordance with recruitment and selection policies?
- ▶ It is not recommended that the candidate be in a direct reporting relationship with a relative.

## **Probation period**

The first six months of employment shall be considered as a probationary period followed by a performance evaluation. This provides an opportunity for both the person employed and the supervisor to explore whether or not the work agreement is mutually satisfactory. The probationary period may be extended for three months if deemed necessary by the supervisor (the maximum probationary period is nine months). Either the diocese/parish or the employee is free to terminate employment at any time during the probationary period (or extended probationary period) upon one week's written notice or one week's pay in lieu of notice. The notice period does not apply for temporary or casual employees. Upon completion of probation and a satisfactory written performance appraisal, the employee shall be advanced to regular employment status. In the case of lay ministers, successful completion of probation is followed by a letter of mandate from the Bishop.

## **Installation of lay ministers**

Individuals who commit themselves to lay ministry on a full or part-time basis in parishes publicly serve the People of God in the name of the Church. Therefore, it is important that there be public recognition of their role and the responsibilities they assume.

Once the selection is made, a formal working agreement is signed. Before the person formally begins ministry within the parish, a ceremony of installation should take place presided over by the pastor at all weekend liturgies. The newly-appointed lay minister and the community are thus bound together in trust, support, and affirmation; they are encouraged to pray for one another. The work of all lay ministers should be remembered periodically in the community's prayers of petition at public worship.

## Employee classifications

For the purposes of record keeping, payroll, and benefits, there are six categories of diocesan employees:

*“Regular Full-Time”* - An employee who is scheduled to work 20 or more hours in a work week and is engaged in a position which is a continuing function in the diocese. Satisfactory completion of the probationary period (or extended probationary period, if applicable) is a condition of *“Regular Full-Time”* employment. *“Regular Full-Time”* employees are entitled to all employee benefits on satisfying the “eligibility” time periods of the particular plan. (Currently: Benefits - three months, Pension - six months). Portions of the benefit plan can be waived. The life insurance plan, long-term disability plan, and pension plan are mandatory.

*“Regular Part-Time”* - An employee who is scheduled to work fewer than 20 hours in a work week on a continuing basis. Satisfactory completion of the probationary period (or extended probationary period, if applicable) is a condition of *“Regular Part-Time”* employment. *“Regular Part-Time”* employees are not eligible for the diocesan benefit package. *“Regular Part-Time”* employees are eligible but not obligated to join the pension plan after 24 months of service if they meet one of the following service/earnings requirements:

- ▶ 700 hrs/ work annually.
- ▶ Annual earnings of at least 35% of the year’s maximum pensionable earnings in each of the two consecutive years before joining the plan.

*“Contract”* - Individuals engaged to work for a set period of time or for a particular project. The terms and conditions of their contract (compensation, length and nature of service) are placed in writing and signed off by the individual and a representative of the diocese/parish.

*“Temporary/Casual/Summer”* - Individuals engaged to work on a temporary or casual basis. These individuals are paid only for those periods worked and are not eligible for diocesan benefits.

*“Deacons”* - Permanent deacons mandated by the Bishop will be governed by the *Policies and Procedures for Permanent Deacons and the Permanent Diaconate program*.

*“Clergy”* - Clergy, both diocesan and religious, who work for the diocese are governed by the policies of the Council of Priests and/or the religious community to which they belong.

Note: Non-ordained members of religious communities (Sisters & Brothers) who are employees of the diocese are entitled to the rights, privileges, and benefits of employment accorded to lay employees with minor exceptions relating to the tax status of individuals living under a vow of poverty (i.e., C.P.P., E.I., L.T.D., etc.). They are eligible for health, dental, and diocesan pension benefits.

## Personnel files

The parish pastor or diocesan program director shall maintain a confidential personnel file for each employee. The file will be the property of the Diocese of London. The file shall contain the employee's application for employment, resumé, references, employment agreement (where applicable), salary record, changes in status, assignment, evaluations, commendations, disciplinary memos, vacation taken, sick leave taken, and any other information pertaining to the employee's work record. All personnel files are considered confidential and the property of the diocese. Personnel records and files will, therefore, be made available to those persons authorized to have access and only on a "need to know" basis.

All employees have the right to review their own personnel file. The supervisor must be present.

When an employee retires, resigns, is transferred, or is terminated, the personnel file shall be forwarded to the Office of Ministry and Personnel for permanent record-keeping.

## Privacy policy

In order to fulfill our mission, it is necessary to collect, record, store, process, transmit and otherwise handle personal information about individuals. We take these activities seriously and seek to provide fair, secure and appropriate practices for handling personal information.

### **What information do we collect and how is it used?**

We will obtain the consent of individuals when we collect and use their personal information.

We collect personal information in order to provide individuals with appropriate levels of service and care. We do not collect more information than is necessary to carry out our mission and to meet our canonical, legal and regulatory requirements.

*Registered members* provide their name, address, phone number, family members, marital information, and, in some instances, e-mail addresses and banking information for direct deposit. We use this information to properly identify and communicate with members; to receipt donations; to register receipt of the sacraments; and to facilitate involvement in the faith community.

*Volunteers in high risk ministries* provide references and a police records check. This information is used to screen volunteers and create a safe community for the vulnerable.

*Employees* provide their name, address, phone number, banking information for direct deposit, social insurance number, spousal information, dependents. Those in ministry provide police records checks. This personal information is used to properly identify and communicate, to screen, to compensate, to provide benefits and pensions.

*Those seeking annulments* provide personal history to prepare cases for adjudication.

**With whom is personal information shared and how is it protected?**

The Diocese of London is committed to protecting the privacy of personal information. Access to personal information is restricted to employees and volunteers/service providers who need it to perform their work.

We have developed and will maintain security procedures to safeguard personal information against loss, theft, copying and unauthorized disclosure, use, or modification both in its hard copy and electronic form.

**Can individuals access their personal information?**

Individuals, upon request, will be given access to their personal information held by the diocese/parish. They will be able to challenge the accuracy and completeness of the information and have it amended as appropriate.

**Who do individuals contact about privacy concerns?**

The Bishop has appointed a Privacy Manager to handle all privacy issues. If you have any questions or concerns about our Privacy Policy you may contact:

Mail:           The Privacy Manager  
                  Diocese of London  
                  1070 Waterloo Street  
                  London, ON N6A 3Y2

E-mail: [infohr@rcec.london.on.ca](mailto:infohr@rcec.london.on.ca)  
                  (In subject line type "Attention: Privacy Manager")

Tel:       1-800-303-3209

Fax:       1-519-433-0011

We will explain our policy and complaints procedure. If a complaint is justified, we will take the appropriate action to resolve the situation and if necessary change our policies, procedures, or practices.

***Privacy Guidelines for Parishes***

- Sacramental records are stored in secure cabinets. Information is released under the guidelines of the diocesan archives ([www.rcec.london.on.ca/Archives](http://www.rcec.london.on.ca/Archives)).
- Computers with parish membership data are secured with passwords.
- Volunteer ministers files are stored in secure cabinets with limited access.
- Personnel files are stored in secure cabinets with limited access.
- Individuals are told why personal information is needed and how it will be used.
- Parish registration forms include consent to use personal information for parish needs.

## Confidentiality

Diocesan employees are not to disclose without proper authorization confidential matters which come to their attention as a result of their employment. Disclosure of such information without authorization may be cause for disciplinary action. Some employees are required to sign an "oath of confidentiality" because of the nature of their work. A copy of the oath is attached (Appendix B).

## Code of conduct

We who serve in the workplace of the Church must acknowledge and respect the variety of charisms, spiritualities, qualifications, and ministries within our diocesan family. In keeping with values rooted in the gospel, healthy working relationships require standards of courtesy and respect towards our peers as well as those whom we serve (*Pastoral plan - goal # 3*).

**Written or verbal abuse, harassment or any other behaviour that demeans, defames or humiliates co-workers will not be tolerated.**

Employees who believe that they have been subjected to the above should promptly report the incident to their pastor /supervisor or the Office of Ministry and Personnel (1-800-303-3209).

## Use of computers & the Internet

The Diocese of London's goal in using computers and the Internet is to improve productivity and communication among diocesan and parish personnel, to provide information to the public, and to allow access to the wealth of information available on the Internet.

Computers and the Internet should be viewed as tools to further the purposes of the diocese and its parishes and programs. It is therefore imperative that employees and members conduct themselves in a responsible, ethical and polite manner when using computers and the Internet.

The intent of this policy is to ensure that all use of computers and the Internet are consistent with the purposes of the diocese. The Internet is an open network in both implementation and spirit. Technical measures could have been applied to constrain Internet use, but they would have limited its utility. While this policy does not attempt to articulate all required or proscribed behaviour, it relies on each employee and member to show good judgement and appropriate conduct consistent with the values of the Roman Catholic community when using computers and the Internet.

## **Sexual harassment**

It is the policy of the Diocese of London that all its workplaces, places of worship, gathering places, and any other sites where events or activities are held under the auspices of the diocese, be safe and healthy, poison-free places, free from any sexual harassment, exploitation and abuse.

Diocesan personnel are engaged not only in employment but in ministry, in the service to the gospel, the good news of Jesus Christ. This commitment to the gospel affirms the dignity and rights of the human person, as well as their right and responsibility to enter into and form associations and relationships based on mutual respect, compassion, and tolerance. The Diocese of London considers itself to be a community existing in and furthering a workplace environment that is inclusive, hospitable to all, especially those who are in its employ (bishops, priests, secretaries, lay ministers, program directors, custodians, domestic workers), as well as volunteers, the baptized, and all other persons who for whatever reason find themselves within the care of the diocese.

In this context, any form of sexual harassment, exploitation, and abuse is unacceptable and will not be tolerated. This policy and the following procedures have been developed because the diocese understands sexual harassment, exploitation and abuse to be not only morally unacceptable but a violation under the Human Rights Code and must be taken seriously and responsibly in order to maintain safe environments for those entrusted to its care. It is our sincere hope that this will assure that complaints are dealt with immediately, objectively, and thoroughly while maintaining the dignity and confidentiality of all concerned. We acknowledge that, at any point in the process, the complainant(s) may take their case to the Ontario Human Rights Commission or legal counsel.

In formulating this policy and these procedures, the Diocese of London wishes to convey to everyone who falls under the umbrella of its care how seriously it takes sexual harassment, exploitation, and abuse. Through this policy and these procedures the diocese vows to promptly address any allegations of sexual harassment and to seriously discipline, to the point of termination, any who have contravened this policy.

### *Definitions*

**Workplace:** Any site or location where diocesan or parish employees, volunteers, the baptized and/or any other persons are gathered under the auspices of the diocese.

**Abuse:** Any form of sexual activity by someone acting in a position of trust/authority.

**Child Sexual Abuse:** Any form of sexual activity involving a child and someone in a position of trust/authority— an adult or older child.

**If any person(s), either an employer, employee, volunteer or any other person, becomes aware of any abuse being inflicted on a child or on children, they are required by law to report this abuse to the Children's Protection Services in their area.**

**Exploitation:** Any implied or expressed promise of reward for complying, or threat of reprisal for refusing to comply, with a sexual solicitation or advance.

**Harassment:** Any behaviour, comment, gesture, or action of a sexual nature that could be considered offensive by the recipient.

**Complainant(s):** The person or persons lodging the complaint of harassment, abuse or exploitation.

**Respondent(s):** The person or persons against whom the complaint of harassment, abuse or exploitation is lodged. They may also be referred to as the perpetrator or the transgressor.

**Sexual Harassment Officer:** The Diocese of London has designated and trained a Sexual Harassment Officer to whom all complaints of sexual harassment will be referred. The Officer's term shall be for three years and is renewable.

**In cases of alleged exploitation or abuse, the Sexual Harassment Officer, with the permission of the complainant, will refer the case to the Office of Ministry and Personnel and legal counsel.**

**Sexual Harassment Review Committee:** On completion of an investigation, the Sexual Harassment Review Committee will be convened. This committee will consist of the Sexual Harassment Officer and representatives of the Office of Ministry and Personnel. Based on the findings of the internal investigation, the committee will make recommendations concerning further actions.

### ***The Responsibilities of the Sexual Harassment Officer***

The Sexual Harassment Officer will be responsible for the following:

- ▶ Give immediate, serious attention to every complaint of sexual harassment.
- ▶ Inform the complainant of procedural and support options.
- ▶ Meet with the respondent with consent of the complainant.
- ▶ Ensure an objective investigation is carried out that includes a written report.
- ▶ Ensure fairness of process for all parties.
- ▶ Convene and chair the Sexual Harassment Review Committee.
- ▶ Secure ongoing professional development training and education in areas related to sexual harassment in the workplace.
- ▶ Ensure ongoing education for all diocesan employees.
- ▶ Ensure that the policy is posted and distributed.
- ▶ Consult with the Bishop, the Priests' Personnel Board and/or the Council of Priests and/ or the Office of Ministry and Personnel as required.

### ***Procedures***

Every complaint of alleged sexual harassment shall be considered serious and shall be given immediate attention. The Sexual Harassment Officer shall give the complainant assistance in understanding the options in the procedural process.

### ***Option A: No Further Action***

Possible outcomes of meeting with the Sexual Harassment Officer include:

- ▶ An agreement that the conduct does not constitute sexual harassment.
- ▶ An identification of sexual harassment for which the complainant may wish to take no further action.

### ***Option B: Advice and Support***

An identification of sexual harassment for which the complainant may request personal advice and support, which may include professional counselling for which the diocese would be responsible.

With the permission of the complainant, the Sexual Harassment Officer may take charge of the complaint and carry out one or more of the following options:

***Option C: Officer Meets with Respondent***

Complainant completes a *Complainant Consent Release of Information* form.

Sexual Harassment Officer convenes a meeting with respondent to:

- ▶ Inform of the allegation.
- ▶ Explore possible resolutions.
- ▶ Determine if further action or an investigation is warranted.

If the complainant is in agreement with the resolution, the *Conversation Record* is completed and signed by all parties.

Any action to bring closure to the issue is enacted (for example, an agreement that the respondent will compose a letter of apology to be sent to the complainant by a specified date) and followed up by Sexual Harassment Officer.

Copies of all documentation will be kept by the Sexual Harassment Officer for confidential filing. Copies will be made available to both respondent and complainant at their request.

***Option D: Facilitate a Meeting***

The Sexual Harassment Officer may initiate a facilitated meeting between the Complainant and the Respondent. Facilitated meetings can only occur if both parties to the complaint are in agreement.

Both the complainant and the respondent will be required to complete *Consent Form - Agreement to a Facilitated Process*.

Should the facilitated process be successful, a summary of the session will be prepared and signed by all parties.

Any agreed upon action on behalf of the respondent will be included and any time limits affixed.

All documentation will be signed by all participants and will be kept by the Sexual Harassment Officer for confidential filing.

If not resolved, the process will move to an objective investigation.

### **Option E: *Conduct an Objective Internal Investigation***

The Sexual Harassment Officer will initiate an internal investigation and convene the Sexual Harassment Review Committee.

Refer to “Definitions” re: composition of the Sexual Harassment Review Committee.

The *Essential Components of Investigation* document will be reviewed and enacted.

A written report will be presented to the Sexual Harassment Review Committee for deliberation. Recommendations will be made and presented to the Bishop.

The Bishop will make the final decision.

An accurate record of these proceedings will be completed, signed by all participants and kept by the Sexual Harassment Officer for confidential filing.

Any subsequent action will be carried out by the appropriate diocesan office.

## **Personal harassment**

*Personal Harassment* is any unwelcome behaviour, conduct or communication, directed at an individual that is offensive to that individual and is based on gender, marital status, sexual orientation, race, colour, religion, origin, ancestry, age, or disability. It is persistent and creates an intimidating, offensive, or embarrassing work environment. **The Diocese of London is committed to providing a work environment that is free of personal harassment (*Pastoral plan - goal # 3*).** Any employee who feels they have been subjected to personal harassment should promptly report the situation to their supervisor, program director or the Offices of Ministry & Personnel.

## **Communication**

Effective organizations encourage quality communication. Supervisors have the primary responsibility of communicating diocesan policy and practices. Supervisors are available to meet with their employees on any workplace issue. Employees should feel free to approach their supervisor. Regular staff and team meetings are encouraged in every workplace within the diocese. Open discussion of workplace issues is encouraged at these meetings. The Office of Ministry and Personnel is available to promote healthy working relationships in newly-formed teams and teams going through difficulties.

### **3. JOB PERFORMANCE AND WORK EXPECTATIONS**

#### **Job descriptions**

Every employee will have a current and accurate job description. Job descriptions summarize each job's basic purpose, organizational reporting relationship, essential functions, duties, responsibilities, and purpose. It is impossible for job descriptions to cover every task or responsibility assigned; hence, they do not limit a supervisor's right to assign additional duties as needed provided that the employee has the requisite skills.

Job descriptions are reviewed for accuracy whenever significant changes in job duties occur and when employee evaluations are conducted. Employees are encouraged to review and suggest changes to their job descriptions. Pastors/ supervisors determine what duties are assigned each specific position. The employer reserves the right, after appropriate consultation with the respective parties, to transfer duties from one position to another, as well as to transfer employees to other positions.

#### **Performance management & evaluation**

The diocese believes in both the affirmation and the accountability that occurs in the context of performance review. Therefore, all employees shall have an evaluation or appraisal of their performance based on their job description at least annually. The evaluation of all employees will be performed by their pastor/supervisor.

Each employee's active participation in the process of review is critical to the success and purpose of the review. Written documentation of the performance review acknowledged by both employee and supervisor shall be included in the employee's personnel file. Various performance evaluation tools are available through the Office of Ministry and Personnel.

#### **Progressive discipline**

Whenever possible, pastors/supervisors will offer feedback to employees to correct performance deficiencies or workplace behaviour problems. In so doing, they will follow a generally progressive series of steps. The individual aspects of each case will determine at what level the discipline begins.

**1. Verbal Warning** - The employee will be given an oral reprimand. A time frame for correction (if appropriate) will be agreed upon during the meeting. A notation will be entered in the employee's personnel file.

**2. Written Warning** - The employee will be given a written reprimand which will include suggestions and time frame for improvement (if appropriate). A copy will be given to the employee and a copy entered in the employee's personnel file.

**3. *Suspension/Dismissal*** - If improvement within the noted time frame has not occurred, further disciplinary action, including suspension without pay or dismissal, may be taken.

The Office of Ministry and Personnel is available to assist the pastor/ supervisor with this process. The Office of Ministry and Personnel must be consulted as early as possible if a dismissal is contemplated.

## **Conflict resolution**

Diocesan employees are called to work collaboratively for the building up of the Christian community. Diocesan workplaces occasionally face significant adjustments resulting from changes in leadership, changing pastoral priorities or even changes in an individual's personal situation. In the midst of change, conflicts often arise. Individuals should make every effort to resolve these conflicts as close to the source as possible. An employee's immediate supervisor is the first and primary vehicle to assist employees in conflict resolution.

There are members of our diocesan family who have received formal training in mediation and conflict resolution. Several have offered their services on an "ad hoc" basis. We encourage employees experiencing conflict in the workplace to seek early intervention. This can be handled discreetly and efficiently through the Office of Ministry and Personnel. Timely, efficient, and early intervention in workplace conflict is the most appropriate way to deal with problems.

A grievance procedure has been requested and developed for our diocese. No individual should be discouraged from using the grievance procedure but we do encourage employees to see this formal procedure as a final avenue rather than a first step.

## **Grievance procedure**

The Diocese of London is committed to the principle of open communication between employees and their respective supervisors. Employees should feel free to discuss their concerns with their supervisor at any time.

A grievance is defined as an unresolved complaint or dispute, disagreement, misunderstanding, or expressed dissatisfaction on the part of an employee, relating to the conditions of their employment or the meaning and application of written personnel policies. Unrelated diocesan policies, philosophies, functions, and programs are specifically excluded from the definition of grievance. In pursuing the following grievance procedure, employees are assured freedom from restraint, interference, coercion, discrimination, or reprisal. If an employee believes that any employment condition or the application of any policy outlined in this manual is unjust or inequitable they may employ the following procedures:

*Step 1.* The employee should always initially approach their immediate supervisor and attempt to resolve the matter. If the employee still believes that the grievance has not been satisfied, they may initiate a formal grievance. At this point the grievance must be put in writing and must contain a brief statement of the facts of the grievance, the basis of the objections, and the desired remedy. The written grievance must be submitted to the supervisor as soon as possible after the incident or problem which gave rise to the grievance. The supervisor will investigate the grievance and respond to the employee in writing within ten working days after a submission of a written grievance.

*Step 2.* If the grievance was not resolved in Step 1, the employee may, within ten working days of Step 1, present their written grievance to the local Episcopal Vicar. The Episcopal Vicar will request a memorandum from the supervisor describing the steps taken to resolve the grievance in Step 1. The Episcopal Vicar will investigate the grievance and send the employee a written response within twenty working days of receiving the written grievance. If the response does not resolve the grievance the employee may proceed to Step 3.

*Step 3.* Within ten working days of the Episcopal Vicar's response, the employee may send a memorandum to the Director of Personnel requesting the formation of a volunteer Personnel Review Committee. A Personnel Review Committee is made up of three persons. One is chosen by the employee, one is chosen by the Director of Personnel, and the third is chosen by those two. The choice of committee members is to be made within fifteen working days after submission of the Step 3 grievance. A member of the Office of Ministry and Personnel will serve as a resource person for the committee. The committee will hear both sides of the dispute in closed sessions within six weeks of the date of formation of the committee. The Personnel Review Committee will give its decision in writing and copies will be sent to both the employee and supervisor. The decision of this committee is final.

### ***Provisions***

The following provisions apply to the use of the Grievance Procedures:

1. This grievance procedure is an internal conflict resolution tool. It is not applicable in cases of termination from employment.
2. If the immediate supervisor in Step 1 is also an Episcopal Vicar then the local Vicar General will receive the grievance at Step 2. For diocesan program employees the Episcopal Director of Administrative Services will receive the grievance at Step 2. If the Episcopal Director of Administrative Services is the immediate supervisor in Step 1, then the local Vicar General will receive the grievance at Step 2. If the Director of Personnel is the immediate supervisor in Step 1, then the local Vicar General will receive the grievance at Step 2 and the Diocesan Chancellor at Step 3.
3. Only grievances involving employment conditions and/or the meaning and application of written personnel policies may be submitted to the grievance procedure.
4. No grievance may proceed to review unless both parties have stipulated in writing the issue(s) to be addressed by the Personnel Review Committee. If a joint stipulation cannot be formulated, then each party shall submit its own presentation of the issues to be submitted to the Committee. The Committee shall be the final judge of which issues are grievable.

5. The Personnel Review Committee's consideration shall be limited solely to the issues raised in the presentation of the grievance.
6. The Personnel Review Committee shall render its decision solely on the basis of its interpretation of the personnel policies. The committee shall have no authority to add to, subtract from, or modify any personnel policy.

## **Work schedules**

Hourly-rated employees (secretarial, custodial, domestic) will have their schedule defined at the time of hire. Most full-time hourly-rated employees work either a 35 or 40 hour work week. Work in excess of the scheduled work week is taken as time owing. Lunch periods are unpaid.

Some salaried employees are called upon to work outside of normal office hours (that is, evenings and/or weekends). In these cases, employees are compensated in "time" that may be taken during normal office hours. Program supervisors are to monitor and approve the taking of this "time owing" with due regard to program operations.

Persons engaged in ministry are at a high risk for burn-out and other stress-related problems because of the nature and intensity of the work. Therefore, all those involved in ministry should schedule two days off per week. A full day off is considered as a day in which the individual is free and not expected to attend meetings or do other work-related duties.

## **Attendance**

Regular attendance and punctuality are vital to the functioning of any organization. Employees are expected and required to be in attendance, prepared to commence work activities at designated work locations and assigned hours. Employees are also expected to remain at work for the entire period excluding breaks and lunch periods. Late arrivals, early departures and other personal absences are disruptive and should be avoided. Employees who must be absent are required to notify their pastor/supervisor as far in advance as possible. Excessive absenteeism will be monitored.

## **Salary administration**

The Office of Ministry and Personnel has developed a system of salary administration based on three equities common in many organizations: *internal equity* based on job evaluation; *external equity* based on salary surveys, and *individual equity* based on performance and length of service. Every job has a salary range. Movement within that range follows clearly articulated criteria. The diocese has developed and maintains a pay equity plan. Salary reviews shall take place annually. The Office of Ministry and Personnel updates the suggested salary ranges for employees on an annual basis as recommended by the diocesan Finance Committee.

## **4. BENEFITS PROGRAMS**

### **Sick leave with pay**

*“Regular Full-Time”* and *“Regular Part-Time”* employees are allowed up to nine sick days with pay per calendar year. Sick days are not accumulated from one year to another. Supervisors should keep attendance records. At the discretion of the immediate supervisor, absences in excess of three consecutive days may require a doctor's certificate.

Accumulated sick days may be used for personal reasons other than illness (for example, serious illness in the immediate family, personal emergency, care for an aging or dependent family member). This use of sick leave with pay must be authorized by the immediate supervisor.

No payment will be made for unused sick leave upon resignation, termination of employment or on retirement.

*“Temporary/Casual”* employees are not eligible for sick leave with pay.

### **Vacation**

#### ***Vacation with pay\****

*“Regular Full Time”* and *“Regular Part-Time”* employees are entitled to “vacation with pay” after one year of service.

- ▶ 1 to 8 years service - 3 weeks.
- ▶ 9 to 16 years service - 4 weeks.
- ▶ 17 to 24 years service - 5 weeks.
- ▶ 25 or more years service - 6 weeks.

Annual vacations are not to be “carried forward” from one year to the next. For worthy reasons, requests to carry forward some vacation days must be made in writing and are granted at the discretion of the supervisor. The immediate supervisor shall approve the vacation schedule with due regard to employee choice and workplace requirements.

\*Lay ministers who presently accrue vacation according to an earlier vacation schedule will be “grandfathered” for the purposes of vacation with pay. They will continue to accrue vacation according to their existing schedule.

#### ***Vacation pay***

*“Temporary/Casual”* employees are the only employees who receive “vacation pay” at four percent (4%) of total earnings as per the Employment Standards Act. All other employees take time away from the workplace.

## Personal leave

After five years of service, an employee may be granted a leave of absence of up to one year without pay for a compelling personal reason. The request must be submitted in writing to the immediate supervisor. The request must be acceptable to, and approved in writing by, the immediate supervisor. Pension contributions cease for the period of personal leave. Health benefits are continued for three months at diocesan expense and thereafter at the expense of the employee.

## Bereavement leave

All diocesan employees are entitled to bereavement leave with pay. In the case of death in the "immediate family" (spouse, parent, child, sibling), an employee will be granted up to five consecutive days without loss of pay. In other cases of death in the extended family or circle of friends, an employee will be excused from work with pay for a period at the discretion of the immediate supervisor.

## Disability leave

*"Regular Full-Time"* employees who are absent from work because of illness or disability for a more extensive period than that covered under "sick leave" are entitled to Long Term Disability Benefits. This program is co-ordinated with Employment Insurance (E.I.) Benefits. A qualified employee, after completing a two week waiting period, is eligible for 15 weeks of U.I.C. sick benefits. The diocesan Long Term Disability plan begins at week 17 for qualified employees. (This benefit should be applied for at least by the midpoint of U.I.C. benefits to assure continuity of payments.) Disability payments continue for as long as an employee is disabled or reaches the age of 65. All other employees are **not** covered by L.T.D.

### *Employment status during disability*

Employees who qualify for L.T.D. remain employees of the diocese for a maximum period of 28 months following the date of disability (17-week U.I.C. period plus 24 months) or a declaration of ineligibility for L.T.D. whichever comes first. This declaration, subject to appeal and issued by the insurance carrier is to be sent both to the employee and employer. While under appeal the individual remains an employee. When an employee loses their appeal and does not return to work, their employment status must be formally clarified by the diocese (return to work or termination). After a 28 month period from date of disability the employee is deemed to be terminated to enable the employer to fill the vacancy. Though deemed to be terminated the employee may continue to receive disability payments from the insurance carrier as long as they are disabled up to age 65.

### ***Benefit premiums during disability***

Employees on Disability Leave will have their benefit premiums (Life, A.D.&D., extended health & dental) paid by the employer for the first 17 weeks of disability. The premiums for these benefits after the initial 17 weeks have been insured through our carrier. They will be waived for qualifying employees for the remainder of their disability or retirement, whichever comes first.

### ***Pension premiums during disability***

Pension contributions cease during the U.I.C. portion of disability leave. An employee who qualifies for L.T.D. benefits will have both the employer and employee contribution to the diocesan pension plan contributed by the employer. These payments will continue for two years or a declaration of ineligibility for L.T.D. delivered by the insurance carrier, whichever comes first. After a declaration of ineligibility and the launching of an appeal, these payments will be held in escrow pending results of the appeal. If the employee is successfully reinstated on L.T.D., the pension funds in escrow revert to the employee's pension plan. If the appeal is unsuccessful the funds in escrow revert to the employer. An employee who loses their appeal and does not return to work is deemed to have terminated. The pension plan settlement/termination process is to be followed. The maximum period during disability for which pension contributions will be made is 24 months.

## **Statutory holidays**

The Diocese of London observes the following ten holidays for which eligible employees are entitled to time off with pay: New Year's Day, Good Friday, Easter Monday, Victoria Day, Canada Day, Civic Holiday, Labour Day, Thanksgiving Day, Christmas Day, Boxing Day.

In addition, diocesan/parish offices close at noon on December 24 (or Friday preceding Christmas, if Christmas is on Sunday or Monday) and at noon on December 31 (or Friday preceding New Year's day, if it falls on a Sunday or Monday). Diocesan/parish offices close at noon on Holy Thursday to observe the Easter Triduum.

Holidays with pay apply to all full time, part-time and casual employees in accordance with the Employment Standards Act. Holiday pay for employees whose hours of work differ from day to day or are paid on a basis other than time shall be calculated by a set formula outlined under the Employment Standards Act. Contact the Office of Ministry and Personnel for further information respecting this provision or the Employment Standards web site ([www.gov.on.ca](http://www.gov.on.ca)).

## **Civic responsibilities leave**

The diocese encourages its employees to cooperate in performing their civic responsibilities by serving in the jury system and when called as Crown witnesses. Employees will be paid their regular salaries while serving on jury duty.

## **Maternity & parental leave**

Employees with a minimum of 13 weeks service are entitled to maternity and/or parental leave without pay under the Employment Standards Act. Employee **benefits** including accrual of seniority continue to be paid while an employee is on either maternity or parental leave. With respect to the diocesan pension plan, if the employee chooses to continue their own pension contribution, then the employer (diocese/parish) is required to continue the employer pension contribution. If the employee chooses not to continue pension contributions then the employer does not make employer contributions to the pension plan. In this case, the pension plan remains dormant bearing interest or investment returns throughout the maternity or parental leave. The respective notice periods and length of leave are outlined under the provisions of the Employment Standards Act. Contact the Office of Ministry and Personnel for further information respecting this provision or the Employment Standards web site ([www.gov.on.ca](http://www.gov.on.ca)).

## **Annual retreat**

Parishes and diocesan programs are encouraged to provide the opportunity for an annual retreat/day of reflection for all employees (*Pastoral plan - goal # 1*). Mandated lay ministers have, as part of their benefit package, an opportunity and the resources for an annual retreat (maximum \$300).

## **Reimbursement for job-related expense**

Expenses incurred while performing diocesan-related duties will be reimbursed when documentation is presented and approved by the program supervisor. Examples of such expenses include the following:

*Mileage* - Employees are required to keep a record of their job-related travel expenses. The rate of mileage reimbursement will be reviewed and updated periodically by the personnel department and approved by the diocesan Finance Committee. Travel time to and from job-related events is considered time on the job.

*Books, Periodicals* - Expenses incurred for job-related educational materials with prior authorization of the supervisor. These materials become the property of the employer.

*Meals* - Expenses incurred while attending diocesan-related meetings.

Program supervisors must monitor job related expenses in keeping with budgetary limitations.

## **Reimbursement for non-mandatory professional development\***

**\*Mandatory training is paid by the employer.**

The Diocese of London recognizes the importance of continuing education (*Pastoral plan - goal # 5*). All employees are encouraged to attend job-related courses of study. Financial assistance for educational purposes may be granted to employees for job-related courses of study. This reimbursement will be considered on a cost-sharing case-by-case basis and subject to the following provisions:

1. An employee must have completed six months of service prior to applying for educational assistance. The employee must also have a satisfactory work and attendance record.
2. The request for reimbursement should be presented to the immediate supervisor in writing prior to the beginning of the course. Requests must be approved by the immediate supervisor and subject to availability of funds.
3. Reimbursement will be contingent on satisfactory completion of the course.
4. The diocese/parish will reimburse to a maximum of \$500 per twelve-month period.

## **Continuing education allowance for lay ministers**

Lay ministers should have a life of ongoing formation which balances prayer, work, study, service, and recreation (*Pastoral plan - goal # 5*). Lay ministers, like the clergy, are entitled to an allowance of \$500 per year to be used for educational purposes at the discretion of the lay minister. In addition, the parish will cover the costs incurred attending the diocesan pastoral study days. Lay ministers may occasionally request of the parish time and resources for a particular educational opportunity (conference or course of an extended nature). This request must be approved by the immediate supervisor and, if approved, it is recommended that the cost be shared by the employer (50%) and employee (50%). The employer contribution should be contingent on successful completion of the course.

## **5. CHANGE OF STATUS**

### **Transfers**

The Diocese of London has established a voluntary system of employment transfer. The motivation to initiate a transfer can be for a variety of reasons. An employee may wish a transfer for personal and/or professional reasons, such as reorganization or a change in parish/program needs. All transfer requests are considered to be positive opportunities for new experiences and challenges. Transfers benefit both the individual and the parish/program. Once a transfer has been completed, it will be viewed as a hiring, and follow employment procedures as outlined in this manual.

#### ***Policy statement***

All lay employee transfers proposed will take into consideration these factors:

- ▶ The needs of the parish/program.
- ▶ The needs of the parish/program team.
- ▶ The personal and professional needs of the individual.
- ▶ The general needs of the diocese.

The role of the Office of Ministry and Personnel is to serve as a “clearing house” to register data such as requests for transfer and job openings. The responsibility of this office is to support or facilitate a system of transfer that addresses the needs of the parish community and the diocese, and enhances the continued professional and personal development of the individual.

#### ***Regulations***

- ▶ All employees who have been employed at their parish/program for three years may request a transfer.
- ▶ In general, requests to transfer will be considered only after three years of employment.
- ▶ All requests for transfer will be made in writing to the Offices of Ministry & Personnel.
- ▶ Transfers can be made throughout the year as needs arise or as positions become available.

#### ***Criteria to be considered regarding a transfer***

- ◆ Travel time from place of residence to another parish/cluster/office.
- ◆ When there is a move of the pastor/program supervisor at the same time.
- ◆ Where the subject expertise cannot be replaced.
- ◆ When the employee is within one or two years of retirement.
- ◆ Impact on personal life.

### ***Procedures***

The following criteria and protocol will be observed:

- ▶ That the employee hold the necessary qualifications and have been employed in their present position for three years.
- ▶ That it does not negatively impact other personnel within the parish/program.
- ▶ That the Office of Ministry and Personnel is contacted and involved in all stages of the process.
- ▶ That the pastor/supervisor of the current parish/program approves the initiation of a transfer process following a formal interview with the employee.
- ▶ That the employee will participate in an interview with the pastor/supervisor and selection committee of the prospective new placement as part of the transfer process.
- ▶ That the prospective new employer provide the employee with relevant information concerning the parish/program. This would include a current job description, the parish/program profile, and anticipated future needs or requirements of the position.
- ▶ On successful completion of a six-month probation, the employee will be formally hired; in the case of a lay minister, he/she will be mandated for that parish by the Bishop.
- ▶ Employees transferring from one diocesan setting to another will retain their seniority for vacation accrual and service record if there is no break in service. Their pension and health benefits are fully portable. Salary will be consistent with the diocesan salary grid.

## **Resignation**

Employees are requested to give their supervisor notice in writing of their intent to resign. Program managers and lay ministers are requested to give not less than one month's notice. All other employees are requested to give not less than two weeks notice. Ideally, sufficient advance notice will allow for transition planning.

## **Retirement**

For the purposes of transition planning and pension administration, the *normal* date of retirement for all employees is the first day of the month following the employee's 65th birthday. The employee's term of employment may be extended beyond age 65. Any employment beyond the age of 65 shall be for a contract period of one year, renewable annually. A desire to retire early should be discussed with the employee's supervisor well in advance of the early retirement.

As part of our benefit package, certain benefits (Long Term Disability) are not offered to employees who work beyond age 65. Life Insurance is provided to age 70 or retirement, whichever comes first. Health, dental, and travel coverage are provided through to retirement. The diocese does not provide post-retirement benefits.

## Layoff

Staff reductions as a result of reorganization, clustering or financial restraint may be initiated by the parish/program. While the diocese will make all reasonable efforts, including transfers where feasible, to prevent a reduction of its workforce, layoffs may occur within diocesan programs under a variety of circumstances. These could include a significant and extended drop in service demands, significant and extended drop in workload, changes in programs or serious decline in revenues. The Office of Ministry and Personnel are available to provide assistance for employees in transition.

## Dismissal

Occasionally, it is necessary to dismiss an employee for unsatisfactory work performance, habitual or excessive absences, violation of diocesan policies, or other inappropriate behaviour. Dismissal is generally a last resort and occurs after the employee has been subject to progressive discipline and afforded an opportunity to improve performance or conduct (see Progressive Discipline page 13). There are some situations, however, when immediate dismissal may be appropriate. Examples may include, but are not limited to, one or more of the following:

- ▶ Conduct contrary to Church teaching.
- ▶ Conduct contrary to or detrimental to the religious or professional character of the diocese or its policies.
- ▶ Theft or misappropriation of property or funds belonging to the diocese, to employees or to clients.
- ▶ Insubordination.
- ▶ Other inappropriate behaviour of a significant nature or degree.

**Note: The Office of Ministry and Personnel must be consulted as early as possible if a dismissal is contemplated.**

## Acknowledgement of Receipt of Personnel Policy

I have received a copy of the *Diocese of London Personnel Policy Manual*. I understand that I am responsible for following the stated policies and that I should refer any questions to my immediate supervisor or the Office of Ministry and Personnel. I also understand that the Diocese of London reserves the right to change, modify and/or rescind any of these policies at any time.

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Employee signature

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Date

---

Pastor/Supervisor signature

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Date

(This completed document is to be placed in the employee's personnel file and a copy is to be sent to the Office of Ministry and Personnel.)

## Oath of Confidentiality

I, (undersigned), duly appointed to the employ of the Diocese of London, hereby swear that I will faithfully and to the best of my ability perform the duties assigned to me. I will observe the obligation of confidentiality regarding all matters coming to my knowledge in the performance of these duties.

So help me God.

---

Employee signature

Signed and sworn in my presence

this \_\_\_\_\_ Day of \_\_\_\_\_

---

Pastor/Supervisor signature

(This completed document is to be placed in the employee's personnel file.)

## Outline of a Lay Ministry Agreement

By this agreement, \_\_\_\_\_  
Lay Minister

is engaged to work for the Church in the Diocese of London,

in \_\_\_\_\_  
Parish

as a lay minister with the role description as agreed upon and appended to this agreement.

This agreement is to be reviewed after a six month probationary period. After successful completion of the probationary period this agreement becomes permanent and afterwards reviewed annually on the anniversary date of hire. Lay ministers will have their performance evaluated annually by the pastor/supervisor. The terms of this employment agreement (days off, holidays, salary, benefits, termination procedure) will follow the *Diocese of London Personnel Policy* and be subject to the grievance procedure outlined therein.

This employment agreement commences \_\_\_\_\_  
Date

Dated at \_\_\_\_\_, this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_ .  
Place Day Month Year

\_\_\_\_\_  
Lay Minister signature

\_\_\_\_\_  
Pastor/ Supervisor signature

\_\_\_\_\_  
Chair Parish Advisory Board signature

\_\_\_\_\_  
Office of Ministry and Personnel signature

A copy of this agreement is to be forwarded to the Director of Lay Ecclesial Ministry, Office of Ministry and Personnel

*Appendix D*

## A sample form for the evaluation of lay ministry

### Self-evaluation

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Ministry Position: \_\_\_\_\_

Length of time appraised (e.g. annual, six months, etc.): \_\_\_\_\_

Comment on your effectiveness in the following areas and return the completed form to your pastor/supervisor prior to your scheduled evaluation. (Keep a copy for yourself.)

I. Significant accomplishments during the past year.

II. General effectiveness in ministry - your assessment of your own strengths and weaknesses.

III. Plans for development - actions you plan to take to improve your effectiveness in ministry.

IV. Personal - Your short-term and long-term goals in ministry.

V. How could the pastor/supervisor (pastoral team) help you to accomplish these goals?

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## **Pastor/ Supervisor's evaluation**

Name: \_\_\_\_\_ Date: \_\_\_\_\_

Ministry Position: \_\_\_\_\_

Length of time appraised (e.g. annual, six months, etc.): \_\_\_\_\_

Pastor/ Supervisor: \_\_\_\_\_

The pastor/ supervisor and lay minister should review goals set for this past appraisal period, and any events beyond the lay minister's control which may have effected their ability to accomplish the planned results.

I. What areas of the lay minister's work are going well?

II. What areas of his/her work need strengthening during the next six to twelve months?

III. What significant strengths have he/she demonstrated in this ministry?

IV. What significant gaps in knowledge or experience, in skill development or behaviour are effecting their ability to perform well?

**Pastor/ Supervisor's evaluation (continued)**

Based on considerations of the foregoing items, summarize appraisal decisions:

1. The pastor/ supervisor (pastoral team) will do the following (indicate timing):

2 . The pastor/ supervisor (pastoral team) recommends that the lay minister take the following actions — for example, t \_\_\_\_\_ raining in an identified area (indicate timing):

3. Date for next evaluation: \_\_\_\_\_

\_\_\_\_\_  
Pastor/Supervisor signature

\_\_\_\_\_  
Date

A copy of this evaluation has been given to me and discussed with me.

\_\_\_\_\_  
Lay Minister signature

\_\_\_\_\_  
Date

***NOTES***