

CONGREGATION NEVEH SHALOM

Clergy and Senior Staff Process Review Committee

May 4, 2010

Report to the Board of Directors

Proposed Assessment Review and Contract Renewal Processes

EXECUTIVE SUMMARY

The following report was prepared by the Clergy and Senior Staff Process Review Committee (PRC) appointed by the President of Congregation Neveh Shalom. This action was taken in response to a resolution passed by members at the annual congregational meeting, June 28, 2009 to appoint a seven-member committee "to improve the process of evaluation, review and contract renewal of clergy and senior staff".

The PRC undertook this work between August 2009 and May 2010 to review current practices at Congregation Neveh Shalom, practices of other congregations, and Halakhic principles from the United Synagogue and other Jewish sources. PRC Committee members also interviewed Rabbis Daniel Isaak and Bradley Greenstein, Executive Director Fred Rothstein, Cantor Linda Shivers, and a professional in the human relations field. The PRC also solicited input from the congregation and considered written and oral comments received from current and former congregants. A summary follows.

Findings

Based upon our research and lengthy committee discussions, the PRC finds that the current annual review and contract renewal processes at Congregation Neveh Shalom are inconsistent; performed without notice to, or input from the Congregation; have insufficient written documentation of the final results, including possible corrective course(s) of action; and do not provide for a systematic way to inform reviewees that their employment may be in jeopardy.

Recommendations

The revised Clergy and Senior Staff Review and Contract Renewal Process should correct all these deficiencies within an overriding framework that:

- Is collaborative, with the goal of strengthening relationships among all parties.
- Provides timely notice to all congregants and consideration of their responses.
- Apprises congregants of the congregational goals but keeps the remainder of the discussions confidential.
- Follows clear procedures and a systematic approach to gathering information.
- Gives each reviewee a representative on the Assessment Committee.
- Whenever possible, will be completed within two months, beginning soon after the High Holy Days.
- Provides no surprises to reviewees.
- Gives sufficient time for cordial and collaborative discussions that minimize stress.
- Has as its primary objective to reach mutual agreement on future goals and an acceptable action plan.
- Provides all participants with written documentation of all agreements.
- Occurs every year for individuals employed by the Congregation less than five years; and every two years thereafter.

Proposed Revised Assessment Review Process

The assessment process should be undertaken by a three-member Assessment Committee comprised of a representative of the Executive Committee, a representative of the reviewee, and a third person, selected by the other two Assessment Committee members. If at all possible, it should be no longer than two months duration, beginning after the High Holy Days. The purpose of each assessment is to bring about growth, recognize and capitalize on strengths and identify opportunities for improvement.

Each review is part of a continuum where successes are celebrated, priorities reviewed, and problems resolved. The specific recommended steps are detailed in our complete report.

Proposed Revised Contract Renewal Process

Upon notification of interest by Clergy/Senior Staff, at least one year before the expiration of the contract, the contract renewal process shall begin. The Contract Renewal Process is confidential and is informed by the cumulative results of the proposed Assessment Process and follows the same general framework. It shall be led by a three-member Assessment Committee which collects and synthesizes information to be reviewed by the Personnel Committee. The Personnel Committee makes a final recommendation to the Board. In making the recommendation and final decision, the Personnel Committee and the Board should consider the longevity of the Clergy/Senior Staff with the Congregation; contributions to the Congregation over the length of their tenure; stature in the community; if/how any perceived deficiencies as noted in the annual reviews have been remediated; the impact on the Congregation and the individual of non-renewal; and other pertinent factors. Upon final agreement of all parties, including the Board, the general terms (i.e. the fact of renewal or non-renewal and the length of any new contract) shall be presented to the Congregation.

The specific recommended steps are detailed in our complete report.

Both processes shall be reviewed in three years from inception and modified as needed. The complete report follows.

INTRODUCTION

At the annual meeting of Congregation Neveh Shalom June 28, 2009, members passed a resolution requiring the President to appoint a seven-person committee to “improve the process of evaluation, review and contract renewal of clergy and senior staff”. (Attachment 1.)

FORMATION AND MEETINGS OF PROCESS REVIEW COMMITTEE

The following members were appointed by the President to serve on the Clergy and Senior Staff Process Review Committee (PRC): Dan Rubin, Chair; Steve Blake, Elaine Cogan, Gary Fiske, Lisa Kaner, Dan Schiff, Brian Suher and Ex-Officio members: Charles Elder, Doug Lenhoff and Fred Rothstein. The PRC has met nine times on August 27, 2009, September 16, 2009, October 12, 2009, November 2, 2009, November 30, 2009, January 5, 2010, January 26, 2010, March 2, 2010, and April 14, 2010.

SUMMARY OF CURRENT PRACTICES

At Congregation Neveh Shalom, the current review process of Clergy and Senior Staff consists of the following steps:

1. The Personnel Committee, comprised of members of the Executive Committee, conducts annual reviews. The Personnel Committee begins the process by distributing a written questionnaire to each individual being evaluated. Additionally, the Personnel Committee considers anecdotal information about the reviewee from staff and congregants.
2. After the questionnaire is returned, the Personnel Committee prepares a written response, which is given to the reviewee in advance of the meeting.
3. Reviewees meet with the Personnel Committee to discuss their responses to the questionnaire and other matters related to their performance.
4. Reviewees and the Personnel Committee agree to a course of action for the coming year.
5. No written record of the final agreement is prepared.

The process for contract renewal follows previous steps 1-3. It culminates in a recommendation from the Personnel Committee to the Board, which makes the final decision.

APPROACH TO STUDY

To ascertain accepted practices or guidelines from sources within the United Synagogue and elsewhere, the PRC reviewed information from the following:

United Synagogue of Conservative Judaism (USCJ) and Board of Rabbis

According to a 2003 report of the USCJ Committee on Standards and the Rabbinical Assembly, *Review and Assessment of Congregational Professional Staff Leadership* (Attachment 2), the review process should strengthen the congregation. To that end, they note that, as the composition of the review panel is key, the committee should be chosen jointly by the clergy and the president of the Board. In addition, USCJ/Board of Rabbis recommend that no broadly based survey should be used; anonymous criticism be given no weight; and while the discussions of the committee must be kept confidential, the congregational goals should be distributed to the congregation.

The report also recommends that the process should not result in any surprises. It should be an occasion for self-reflection and guided conversation directed toward the enhancement of professional performance.

Halakhic Principles

Recognizing that the personnel review processes of a synagogue must be guided by our tradition, the PRC reviewed a memo entitled, "*What can we Learn from the Tradition?*" (Attachment 3) that summarizes principles of Halakha applicable to our process. The tradition informs us of the importance of avoiding unnecessary mental anguish and the necessity of sharing both positive and negative feedback. In fact, it is improper to act upon a complaint against any employee without first contacting the individual with the complaint and considering its merits. While participants should be encouraged to express their thoughts honestly and openly, the process should be conducted in a manner that minimizes the emotional and stressful aspects of assessment review and contract renewal processes as much as possible. The memo also points to the need for particular sensitivity due to the public nature of the position of a member of the clergy, particularly one who has been in his or her position for a long time. The memo concludes that our tradition suggests that an employee review process must include four components:

- Goal setting
- Performance appraisal
- Feedback to the employee
- Opportunity to correct negative feedback

Interviews with Clergy, Senior Staff and Personnel Committee

Clergy and Senior Staff

Two members of the PRC held confidential individual meetings with Rabbi Isaak, Rabbi Greenstein, Cantor Shivers and Fred Rothstein. All four agree changes in the review processes are desirable. Additionally, there is general consensus on the following:

-The contract renewal and annual review processes do not appear to be clearly connected. Likewise, the annual evaluations lack continuity, at least partially due to the natural changes in lay leadership from year to year, and the fact that situations, goals and priorities often change.

-This lack of continuity is exacerbated by an absence of a final document confirming what is discussed/agreed upon between the Personnel Committee and the reviewee.

-All parties interviewed noted the evaluation discussions are often hurried, with little time for open and deliberative dialogue.

-The process is generally more anxiety-provoking than helpful in dealing with any problems that may have arisen over the course of time. It does little to promote the desired growth and strengthen the congregational/clergy relationship.

Generally the interviewees suggested the process should be improved by:

-Agreeing on the purpose of the process, i.e. to develop and enhance a collegial, collaborative environment among all parties;

-Following a consistent process from year to year;

-Giving ample time for discussion with the Personnel Committee in a non-adversarial environment;

-Coming to a joint agreement regarding goals and expectations;

-Concluding the process with written documentation of the results;

-Remaining flexible, recognizing that Congregation Neveh Shalom is a dynamic organization with goals and aspirations that need to be revisited periodically;

-Giving sufficient opportunities for input from the congregation, without any type of score card, by providing notification to members of the review and contract renewal processes.

Personnel Committee

Two members of the PRC also conducted confidential interviews about the prior year's process with three of the eight Personnel Committee members, who also are members of the Executive Committee. They said the following:

Two and a half years ago, the Personnel Committee, agreeing that the prior process to evaluate Clergy and Senior Staff was ambiguous, attempted to follow a more defined process. Although all interviewees (both Personnel Committee members and Clergy/Senior Staff) are dissatisfied with the process to date, there seems to be a lack of understanding between clergy and senior staff, on the one hand, and the Personnel Committee, on the other, about significant aspects of this last year's process, with Personnel Committee members generally more satisfied than the Clergy and Senior

Staff. For example, there is a significant gap in the perception of whether the process was as collaborative and effective as all would prefer. However, both the Personnel Committee and the Clergy and Senior Staff agree on the need for written records.

-It appears also that the Personnel Committee and the Clergy and Senior Staff are dissatisfied with the lack of continuity, insufficient time given to the process, misunderstanding of expectations among reviewees and reviewers, and a fundamental disconnect and discontent with last year's reviews.

-Personnel Committee members say they are fully aware that the dynamic relationship between the Clergy as spiritual leaders and the Board as lay leaders of the congregation needs to be recognized.

-To address one issue of improving communications, Rabbi Isaak now attends Executive Committee meetings.

Responses from Current Congregants

The PRC also solicited input on the review process from members, both through a letter to each congregant and email notice. Thirty responses were received. In summary, congregants expressed frustration with the lack of general notice of past reviews and contract renewal processes. They suggested (a) notice be given to the Congregation and an opportunity for congregant input early enough in the process to be considered; (b) there should be direct and timely communication with the Congregation about the process and the conclusions reached; and (c) there is a need for a concrete, objective, fair and transparent process that includes an opportunity for corrective action by the reviewee prior to any negative consequences.

Practices of Other Congregations

According to telephone inquiries from a PRC member who spoke to representatives of Conservative congregations in Spokane, Seattle and Tacoma, none has a formal written evaluation procedure. One does use a self-assessment form, but it is not popular, being cited as "too corporate, not Judaic". All are interested in reviewing our process when it is adopted.

In addition, Fred Rothstein spoke with representatives from several congregations while attending the recent biennial conference of the USCJ. Most told him they do not have a written, consistent process and none follow the USCJ/Board of Rabbis' guidelines. All would like to have a "good" process and believe that their evaluation processes are not consistent. They would like to improve them.

Advice from Human Resource Professional

One member of the PRC interviewed a Vice President of Human Resources for a Fortune 500 company. This individual stressed the need to define core competencies

for each position and that these four elements of a review process are applicable to Congregation Neveh Shalom:

1. Set goals and objectives;
2. Make sure all parties agree on #1;
3. Conduct regular follow-up (mid-year and annual)
4. Conduct annual review.

Furthermore, according to this interviewee, it is important to give equal emphasis and time to what the individual does and how the individual accomplishes it. The PRC also was given an example of a non-threatening review (Attachment 4 p.2) – Start/Stop/Continue, where the reviewee and reviewers complete sentences about the other – as to what they can START doing to improve effectiveness; what can they can STOP doing that is ineffective; and what can they CONTINUE doing that is effective.

Opinions of Recent Former Congregants

A member of the PRC spoke with three individuals who stated as their reasons for resigning from the Congregation their dissatisfaction with the failure to renew the Cantor's contract.

- **Family 1** – Expressed “devastation” at the news the Cantor's contract was not being renewed. They had good experiences with the Cantor, including two Bar/Bat Mitzvahs. Suggestions for improving the process include:
 - 1) Solicit input from the Congregation.
 - 2) Be transparent.
 - 3) Terminate an individual only “for cause”.
 - 4) Make sure Board members represent the Congregation's interest, not their own.
- **Family 2** – Joined Congregation Neveh Shalom because of the home visits the Cantor provided to their mother. When they heard the Cantor was not renewed, they thought, this “is not a Jewish institution” – this is not the way a Jewish community should act. They believe the Board did not adequately consider the Cantor's contributions to the Congregation. Recommendations:
 - 1) Board should solicit input from the Congregation.
 - 2) Congregants should have the right to provide private input, provided they give a basis for their opinions and for their interaction with the person being reviewed.
- **Family 3**–Heard about non-renewal of the Cantor only after the fact. They will no longer be a part of a congregation that acted that way. Recommend that best practices for a review process include:
 - 1) Clear, set procedures.
 - 2) Clear job description, categories of responsibility, priorities, and measurable review criteria.

- 3) If service position being reviewed, those supported by person being reviewed should be asked to provide input. In this case, input should be sought from congregation, staff, and committees or events supported by reviewee.
- 4) Person being reviewed provides self assessment available to Assessment Committee prior to review.
- 5) Assessment provided by committee in writing to person being reviewed before meeting; there should be no surprises at the review.
- 6) One person must be in charge of writing the review – although there can be more than one on the committee.
- 7) Meeting should take place between reviewers and reviewee to discuss review and reach agreement on assessment.
- 8) If there is an agreed upon problem, there must be a clear written plan to correct it. A problem is not necessarily indicative of poor performance. All should appreciate that over time, the job, demands, and priorities may change. Any corrective plan must analyze why the person is not performing – need to consider changes that occur over tenure of job; changes in demands, expectations and goals; change in personnel support, administrative oversight, or in personal life.
- 9) Job shadowing can be considered to determine responsibilities. Any good plan recognizes reasons for non-performance and provides concrete action plan to address it. Plan to improve or correct issues should include, where appropriate, training (e.g. computer skills, etc), assistance if job demands have increased, etc. It must be agreed upon by all parties.
- 10) There must be final documentation of final agreed review, priorities and goals for the future, with a concrete action plan.

This family says they resigned because the non-renewal of the Cantor's contract failed in all of these respects.

- The overriding themes from these interviews are consistent with other recommendations the PRC has received:
 - 1) Timely input from congregants.
 - 2) A clear procedure which is followed.
 - 3) Cooperative, constructive process.
 - 4) Transparency.

FINDINGS

Based upon our research and lengthy discussions, the PRC has found the following:

-The process of annual review and contract renewal at Congregation Neveh Shalom lacks a consistent approach to the collection of information; is performed without notice to or input from the Congregation; has insufficient written documentation of the final

results, including possible corrective course(s) of action; and does not provide for a systematic way to inform reviewees that their employment may be in jeopardy.

-The recommendations in the USCJ/Board of Rabbis document *Review and Assessment of Congregational Professional Staff Leadership* (Attachment 2), should be an important resource to any Assessment Committee: No broadly based survey should be used; anonymous criticism should be given no weight; and while the discussions of the committee must be kept confidential, the congregational goals should be distributed to the congregation.

-There should be an Assessment Committee for each review, and each contract renewal process, comprised of three individuals: one chosen by the Executive Committee; one chosen by the Reviewee; and the third chosen jointly by the other two Assessment Committee members.

These principles should be followed in Congregation Neveh Shalom's review processes of Clergy and Senior Staff:

- The process should proceed in a respectful manner and minimize any mental anguish to its participants. Thoughts and feedback should be expressed openly and honestly, but with sensitivity to minimizing stress.
- Goals should be set.
- Anonymous comments should not be accepted; any complaint about an employee must be considered, including contacting the individual who made the complaint -- such an inquiry must be conducted with particular sensitivity and confidentiality, but information obtained must be shared with the reviewee.
- Honest feedback must be provided to the reviewee.
- There must be an opportunity to correct negative feedback.

-The process should give equal emphasis and time to what the individual does and how the individual accomplishes it.

-Annual reviews should be conducted for those employed by the Congregation for less than five years, and thereafter reviews should be conducted every second year.

-These specific recommendations from the Clergy/Senior Staff interviews are applicable to a revised process:

- There should be continuity from year to year. A written record is essential.
- Sufficient time should be allotted so the process is not rushed and allows for deliberative dialogue.
- The goal should be to promote growth and strengthen the Congregational/Clergy/Senior Staff relationship.
- It should be congenial.
- There must be a joint agreement regarding goals and expectations.

- All participants must remain flexible, recognizing that Congregation Neveh Shalom is a dynamic organization with goals and aspirations that need to be revisited periodically.
- There must be sufficient opportunities for input from the Congregation by providing ample notification to members (no survey or score cards).
- The process must conclude with written documentation of a joint agreement regarding future goals, aspirations, steps to be taken, and, where applicable, a corrective plan.
- Any corrective plan should consider both what the reviewee can do and what the board/congregation may need to do to assist with fulfillment of specific goals. For example, a corrective plan may consider additional assistance, support, training, specific steps to be taken and a time schedule for accomplishing the action or actions.

- These specific recommendations from members of the Congregation are applicable to a revised process:

- Provide notice and an opportunity for congregant input early enough in the process to be considered.
- Engage in direct and timely communication with the members about the process and the conclusions reached.
- Ensure a concrete, objective, fair and transparent process that includes an opportunity for corrective action by the reviewee prior to any negative consequences.

RECOMMENDATIONS

Overriding Framework

After careful consideration of the results of our research and discussions among PRC members, we believe the revised Clergy and Senior Staff Review and Contract Renewal Process should be built upon this overriding framework:

- It should be collaborative, with the goal of strengthening the relationships between the Congregation and Senior Staff and Clergy.
- Timely notice to, and input from, congregants is essential.
- A systematic approach to collecting information is necessary.
- Clear procedures should be followed.
- Whenever possible, the entire process should be completed within two months, but it should not be rushed.
- Information collected should be shared with the reviewee before any meeting takes place.
- There should be no surprises in the process.
- Sufficient time must be devoted to discussions with the reviewee.

- Such discussions should be cordial, congenial, collaborative, and designed to minimize stress whenever possible.
- The goal of the process should be to reach mutual agreement on future goals and an acceptable action plan.
- There should be written documentation of the agreements reached.
- The reviewee should have a representative on the Assessment Committee as defined below.

Proposed Revised Assessment Review Process

To assure a collaborative effort between Clergy and Senior Staff and the Congregation toward the betterment of the synagogue and its members, one or more Assessment Committees as defined below shall lead the process:

Assessment Committee

There will be an Assessment Committee for each person being reviewed. For continuity, members should serve more than one term. Each Assessment Committee will consist of the following three members:

- One appointed by the reviewee, chosen from the congregation;
- One appointed by the Executive Committee;
- One jointly chosen by the first two appointed Assessment Committee members selected from a pool of current and former Board members who have served within the past six years.

It is desirable to establish and maintain a process that is efficient and has continuity. To that end, if they desire, the Clergy/Senior Staff may agree on a single individual who will represent all of them on the Assessment Committees. Likewise, the Executive Committee may choose a single individual to represent that body on each of the Assessment Committees. Finally, if the two Assessment Committee members agree to a single person to serve as the third member for all reviewees, only a single Assessment Committee will be needed. Members of the Assessment Committee should serve for at least two years, preferably longer. At all times, the selection and continued representation is at the discretion of those charged with each Assessment Committee member's appointment.

Time Schedule, Solicitation of Input, and Confidentiality

The assessment process shall be conducted annually for any Clergy and Senior Staff who have held their position five years or less. After five years, the assessment process shall be conducted every other year. The process shall be conducted within a two month period, but should not be rushed. Ideally, it shall begin shortly after the High Holy Days, with the appointment of the Assessment Committee(s). The Congregation shall be notified immediately of the start of the process, of the Assessment Committee members and its purpose, and asked to provide relevant information about the

reviewees. Although all correspondence will be confidential and shared only with the reviewee and the appropriate assessment body, no anonymous communication will be considered. The Assessment Committee(s) also will begin immediately to solicit information from all other pertinent sources, including committees or staff with whom the reviewee interacts.

Narrative Description of Specific Process and Illustrative Chart

The evaluations shall take place once a year (or every other year if the reviewee has been employed more than five years) at a mutually agreeable time, preferably shortly after the High Holy Days, and in a collaborative environment. Ideally, the process should be completed within two months.

The purpose of each review will be to bring about improvement and growth. The focus is to recognize and capitalize on strengths and identify opportunities for improvement.

Each review is part of a continuum in which successes are celebrated, mistakes identified, progress noted, priorities reviewed, and problems resolved.

Each member of the Assessment Committee should be provided with a copy of the memo entitled *What Can We Learn From the Tradition?* (Attachment 3) and the 2003 report of the USCJ Committee on Standards and the Rabbinical Assembly, *Review and Assessment of Congregational Professional Staff Leadership* (Attachment 2).

The following is a narrative explanation of the flowchart that follows:

1. At the first meeting, at which the reviewee is present, the job description of the reviewee as stated in the contract and the previous year's assessment report, including goals and accomplishments, are reviewed. The tasks for collection of feedback are assigned among members of the Assessment Committee.
2. Early and timely notice to the Congregation occurs, including the names of the Assessment Committee members as well as a deadline for input. The notice reminds the congregation of any previously established congregational goals, requests feedback and explains that anonymous input will not be given any weight and all identifiable input will be shared with the reviewee and the members of the Assessment and Personnel Committees. Notice is both through the congregational newsletter and email.
3. Data to be collected during the assessment period should include written comments from those undergoing lifecycle events; feedback from committees with which Clergy/Senior Staff interacts or is responsible; comments from other staff and from entering/exiting members; and other relevant sources as determined by the Assessment Committee with input from the reviewee. (Attachment 6 is an example form.) All written feedback shall be made available to the reviewee.

4. The Assessment Committee gathers and synthesizes the data and prepares a written summary. This is shared with both the Personnel Committee and the reviewee.

5. Both the reviewee and Personnel Committee complete written evaluation forms (format, Attachment 5). Copies of all evaluations and summaries are shared with the reviewee sufficiently in advance of the next meeting.

6. The Assessment Committee meets with Clergy/Senior Staff to review all data and evaluations. The goal is to recognize and capitalize on strengths, identify opportunities for improvement, celebrate successes, note needs for improvement and progress made, resolve any problems, and set goals for the coming year. The results of each review and the goals, objectives, and priorities for the coming year are clearly articulated in writing. Issues that may potentially negatively impact a contract renewal process are well defined and accompanied by a corrective action plan. Written goals and objectives will set the framework for the next year's review.

7. The Assessment Committee, the Personnel Committee and the reviewee meet to revise and agree upon the document. It is signed by the reviewee and the President and placed in the reviewee's confidential personnel file.

8. The Personnel Committee provides an oral report of the final Assessment Summary to the Board in a closed session.

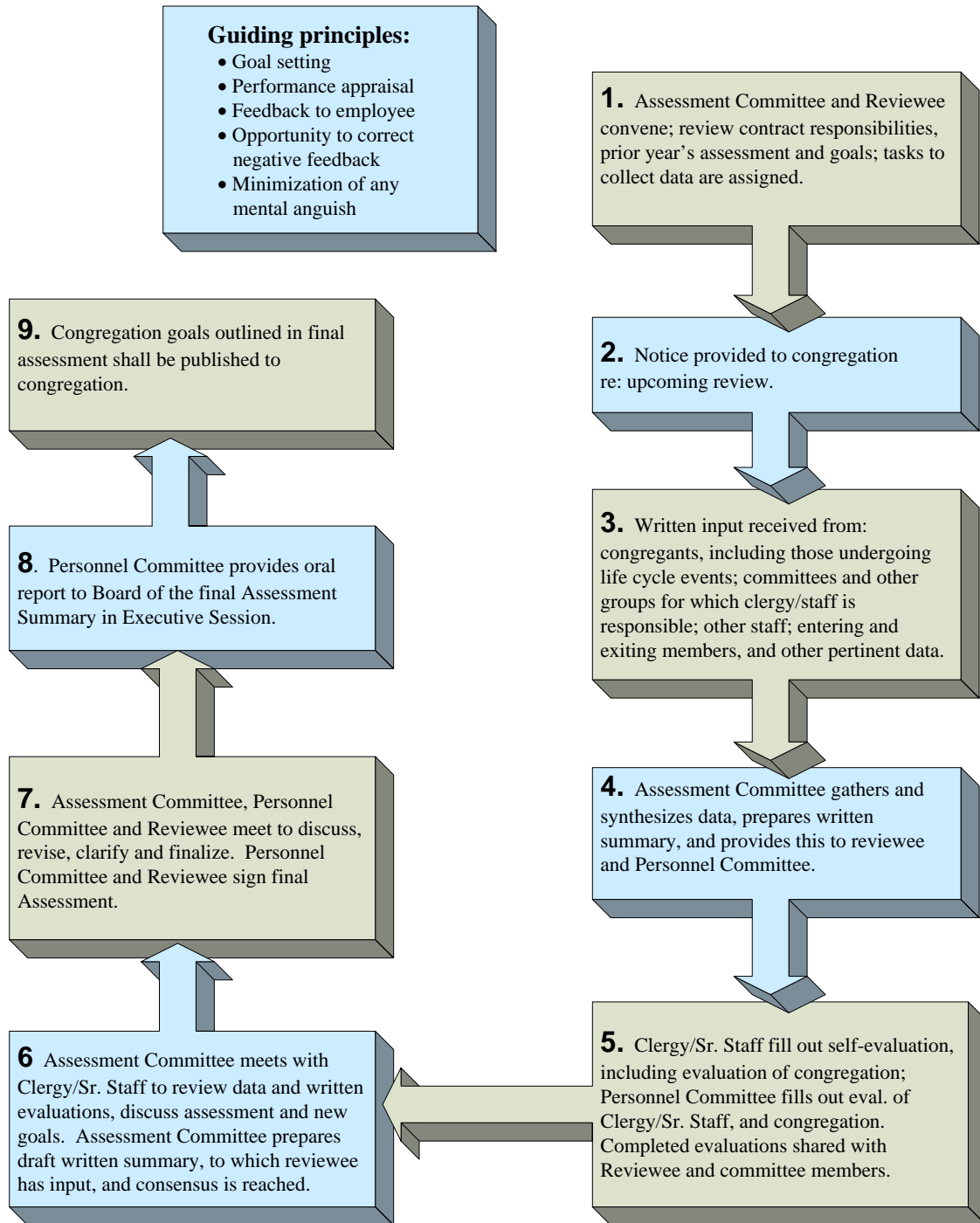
9. Congregational goals outlined in the final Assessment Summary are sent to the Congregation.

All documentation of the process shall be made part of the reviewee's permanent and confidential personnel file.

The Assessment Review Process shall be reviewed in three years after inception and modified as needed.

Flow Chart of Process (on next page)

Proposed Annual Assessment Review Process



PROPOSED REVISED CONTRACT RENEWAL PROCESS

Authority

The Board of Directors has the final authority over all contract renewal decisions. The Personnel Committee is responsible for making a recommendation to the Board concerning Clergy/Senior Staff contract renewal.

Overriding Framework

The process during which the renewal of the contract of a clergy member/senior staff is based on the cumulative record of annual and biennial reviews that the person has undergone during his/her tenure at Neveh Shalom. Proper process and documentation of such reviews as described above ensures that there are no surprises.

The process is transparent and fair from the beginning, when the individual is asked whether he/she wants to continue with the congregation, through the final negotiations.

It is important to recognize that each relationship builds capital over time. Both the Personnel Committee and the Board should consider the longevity of the Clergy/Senior Staff with the Congregation; contributions to the Congregation over the length of the individual's tenure; stature in the community; if/how any perceived deficiencies as noted in the annual reviews have been remediated; the impact on the Congregation and the individual of non-renewal; and other pertinent factors.

These important issues will be considered in making the determination of whether to recommend contract renewal and begin negotiations.

Time Schedule

The contract renewal process will begin at least one year before the expiration of the contract. To begin the process, the President shall meet with Clergy/Senior Staff to ascertain interest in renewal. If the answer is affirmative, an Assessment Committee will gather and synthesize the information and report to the Personnel Committee, who will then make a recommendation to the Board as further described below. Ideally, this process should take no more than two months.

Narrative Description of Specific Process and Illustrative Chart

1. One year prior to the expiration of the contract, the President ascertains whether the Clergy/Senior Staff is interested in contract renewal.
2. If the Clergy/Senior Staff is interested, a three-member Assessment Committee is formed following the same procedure as for the Assessment Review process.

3. The Assessment Committee provides early and timely notice to the Congregation, including the names of the Assessment Committee members and requests input, with a reasonable deadline for member comments. Notice should occur both through the Chronicle and email. Although all correspondence will be confidential and shared only with the reviewee and the appropriate body, no anonymous communication will be considered.

4. The Assessment Committee solicits, gathers and synthesizes information from all pertinent sources, including those outlined in the annual review process, the congregation's input, and the final assessment reports for each year in which the Clergy/Senior Staff has been employed.

5. The full Personnel Committee meets to review all the information gathered and synthesized by the Assessment Committee to determine whether to recommend contract renewal. In making this determination the Personnel Committee shall consider the longevity of the Clergy/Senior Staff with the Congregation; contributions to the Congregation over the length of the individual's tenure; stature in the community; if/how any perceived deficiencies as noted in the annual reviews have been remediated; the impact on the Congregation and the individual of non-renewal; and other pertinent factors.

6. The Personnel Committee shares its recommendation with the Clergy/Senior Staff prior to providing it to the Board.

7. The Personnel Committee gives its recommendation to the Board during an executive session.

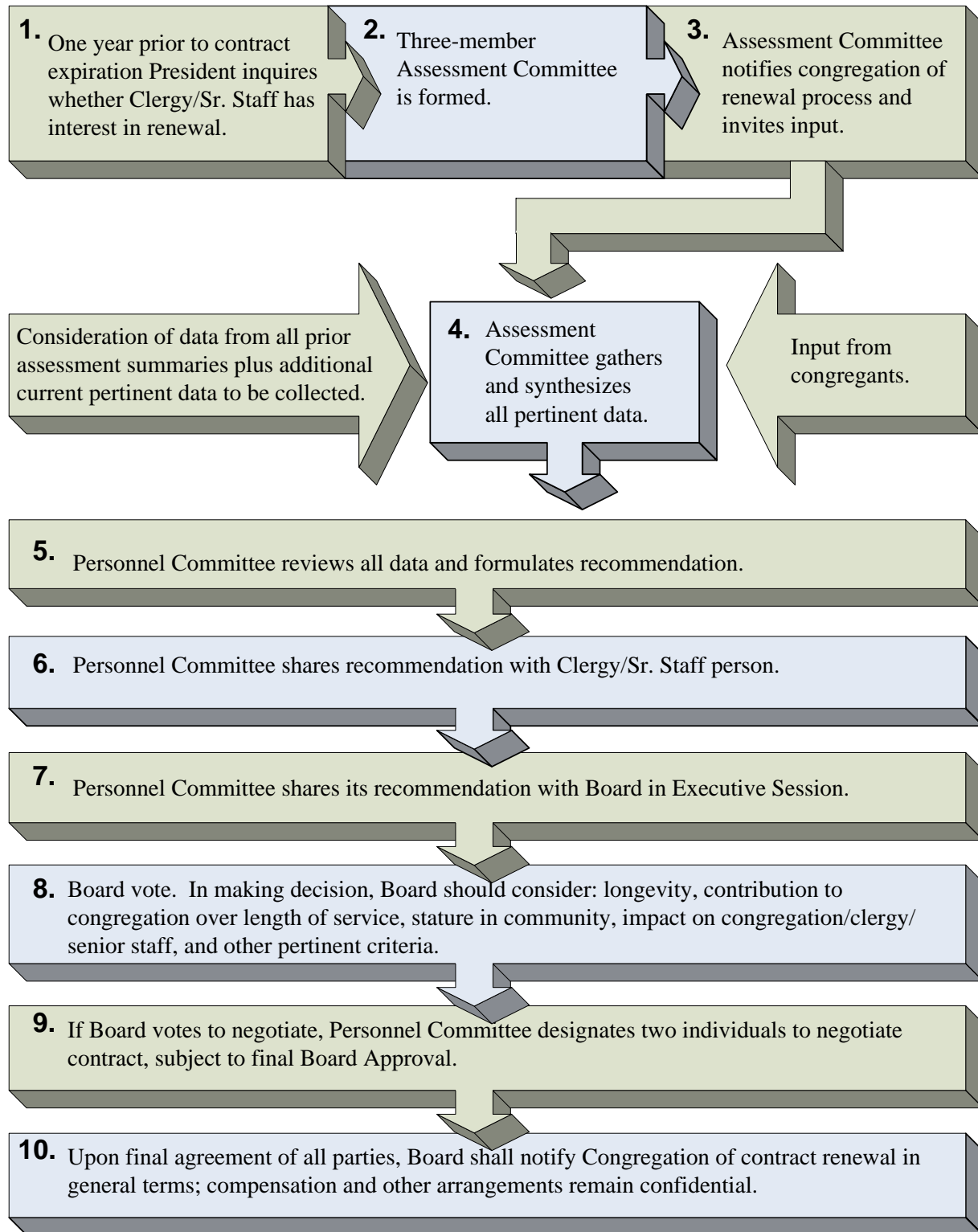
8. In making the decision of whether to begin negotiations to renew the contract, the Board also considers the longevity of the Clergy/Senior Staff with the Congregation; contributions to the Congregation over the length of the individual's tenure; stature in the community; if/how any perceived deficiencies as noted in the annual reviews have been remediated; the impact on the Congregation and the individual of non-renewal; and other pertinent factors.

9. If the Board votes to begin contract negotiations, the Personnel Committee designates two individuals to negotiate the contract, subject to final approval by the Board.

10. Upon final agreement of all parties, the Board notifies the Congregation of the general terms of the new contract. Matters concerning compensation and other arrangements shall be confidential.

Flowchart of Process (on next page):

Proposed Clergy & Senior Staff Contract Renewal Process



Submitted by Process Review Committee,

Dan Rubin, Chair

Process Review Committee: Steve Blake, Elaine Cogan, Gary Fiske, Lisa Kaner, Dan Schiff, Brian Suher.