

RECOMMENDATIONS OF THE CLERGY & SENIOR STAFF PROCESS REVIEW COMMITTEE (PRC) – ADOPTED BY BOARD OF DIRECTORS, MAY 27, 2010

Submitted by Clergy/Sr. Staff Process Review Committee:

Dan Rubin, Chair

Committee Members: Steve Blake, Elaine Cogan, Gary Fiske, Lisa Kaner, Dan Schiff, Brian Suher

Ex-officio Members: Doug Lenhoff, Charles Elder

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 summarized and 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. All correspondence will be confidential and shared only with the appropriate assessment body; however, any congregant may indicate their wishes to have their identifiable comments shared directly with the reviewee. No unsigned, 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 only with the members of the Assessment and Personnel Committees. Summaries will be shared with the reviewee. 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.)

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.

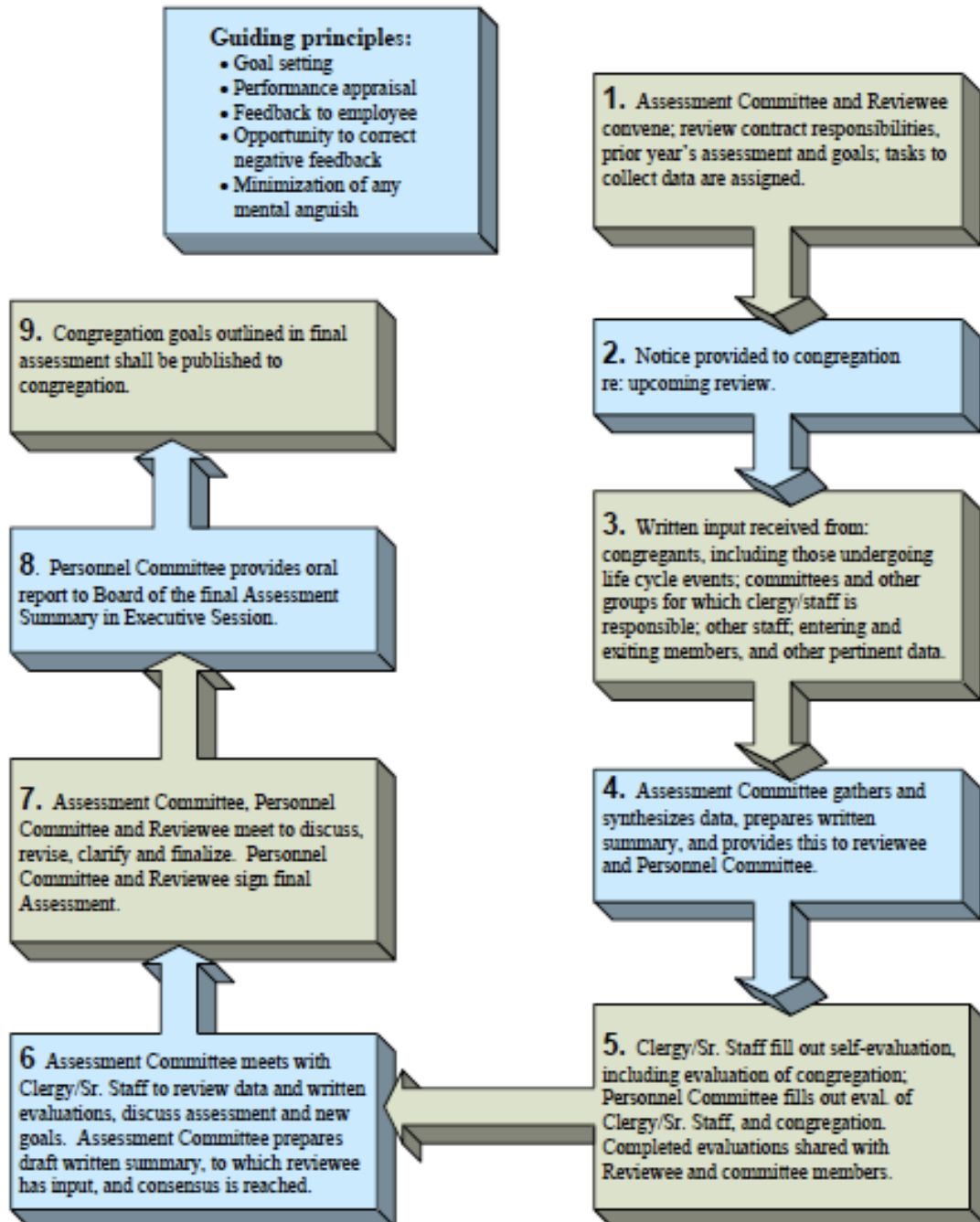
9. Congregational goals outlined in the final Assessment Summary are sent to the Congregation.

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. All correspondence will be confidential and shared only with the appropriate assessment body; however, any congregant may indicate their wishes to have their identifiable comments shared directly with the reviewee. No unsigned, 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

