Presbyterian Church of Barrington

Personnel Committee SMART Goals

As of June 14, 2024

The proposed personnel committee SMART goals are:

1. Develop and monitor annual personnel budget
2. Achieve employee (pastoral and non-pastoral) benefit optimization
3. Update and maintain church personnel manual
4. Comply with all regulatory reporting requirements
5. Achieve staff (pastoral and non-pastoral) optimization
6. Develop and maintain a positive work environment

PCB Personnel Committee SMART Goals

Goal: Personnel Budget – Development and Monitoring

One-Year Goal: Develop a 2025 Personnel Budget which accurately projects the reasonably anticipated personnel expenses for 2025 and establish a plan to monitor the relationship of actual to budgeted expenses.

SMART Assessment:

1. Specific – Review appropriateness of current personnel budget line items; review status of 2024 actual expenses to 2024 budgeted amounts; determine Session timeline for budget preparation; decide on contents of PCB staff benefit offerings and meet BOP timeline for submission of Employer Agreement; provide "benefit offering memorandum" to each employee with notice of BOP "open" period; identify fixed personnel expenses and appropriate increases/decreases to amounts; identify discretionary personnel expenses and compare nature of expense and/or amount to PCB needs/goals; research applicability of any BOP or regulatory changes; prepare detailed draft budget with statement of any material assumptions and description of material changes from prior year budget; obtain committee approval of draft budget and submit recommended budget to Session on timely-basis in aggregate and not detailed format; monitor Session final approval of overall PCB 2025 budget and revise budget consistent with any Session general directive; prepare timely "compensation" memos for non-pastoral staff; review draft Terms of Call with installed pastoral staff, obtain agreement and prepare Terms of Call motion(s) for presentation for congregation vote at annual meeting; establish responsibilities for monitoring relationship of 2025 actual expenses to budgeted amounts and researching, reporting and addressing material deviations.

2. Measurable –Develop a plan to assure submission to BOP of 2025 Employer Agreement on time and develop a plan to assure presentation of aggregate personnel budget for 2025 to Session on time.

3. Achievable – Submit recommended 2025 Personnel Budget to Session on time.

4. Relevant – An accurate, complete and financially appropriate 2025 Personnel Budget is essential in that it comprises approximately 75% of total PCB budget.

5. Time-Bound – Determine benefit offerings and contents of PCB Employer Agreement for submission to BOP on time as required by BOP; prepare recommended 2025 Personnel Budget and submit aggregate personnel budget on time as required by Session; review Terms of Call with installed Pastor(s) prior to December 31, 2024.

PCB Personnel Committee SMART Goals

Goal: Personnel Budget – Development and Monitoring

Three-Year Goal: Continue implementation of any experienced-based changes or additions to the "Specific" items identified in the "One-Year Goal" plan.

1. Specific – Review adequacy of "Specific" items budgeting process identified in the "One-Year Goal" plan as modified or changed in prior year and implement any experienced-based changes or additions.

2. Measurable – Develop a plan for review of 2025 and 2026 budget preparation process and assure consistency with any experience-based changes or modifications from prior years.

3. Achievable – Submit recommended 2027 Personnel Budget to Session on time.

4. Relevant – An accurate, complete and financially appropriate 2027 Personnel Budget is project to be essential in that it likely will comprise the material component of the total PCB budget.

5. Time-Bound – Subject to any Session-approved different budgeting procedures and/or changes to BOP procedures: (i) determine benefit offerings and contents of 2027 PCB Employer Agreement for submission to BOP on time as required by BOP; (ii) prepare recommended 2027 Personnel Budget and submit aggregate personnel budget on time as required by Session; and (iii) review Terms of Call with installed Pastor(s) prior to December 31, 2026.

PCB Personnel Committee SMART Goals

Goal: Personnel Budget – Development and Monitoring

Five-Year Goal: Continue implementation of any experienced-based changes or additions to the "Specific" items identified in the "One-Year Goal" plan as modified through year-four.

1. Specific – Review adequacy of "Specific" items budgeting process identified in the "One-Year Goal" plan as modified or changed in prior years and implement any experienced-based changes or additions.

2. Measurable – Subject to any Session-approved different budgeting procedure and/or changes to BOP procedures, develop plan for review of 2025 and 2026 budget preparation process and assure consistency with any experience-based changes or modifications.

3. Achievable – Submit recommended 2029 Personnel Budget to Session on time.

4. Relevant – An accurate, complete and financially appropriate 2029 Personnel Budget is project to be essential in that it likely will comprise the material component of the total PCB budget.

5. Time-Bound – Subject to any Session-approved different budgeting procedueres and/or changes to BOP procedures: (i) determine benefit offerings and contents of PCB Employer Agreement for submission to BOP on time as required by BOP; (ii) prepare recommended 2029 Personnel Budget and submit on time as required by Session; and (iii) review Terms of Call with installed Pastor(s) prior to December 31, 2028.

PCB Personnel Committee SMART Goals

Goal: Employee Benefit Optimization

One-Year Goal: Develop a plan for optimal offerings to each eligible employee of required and/or optional benefits.

SMART Assessment:

1. Specific – Identify each employee currently receiving benefits in 2024 through the Board of Pensions and the benefits and cost-sharing applicable to each; determine eligibility of each PCB employee to receive benefits in 2025 through the BOP; identify all available benefits whether required or optional to be made available to each eligible employee through the BOP and make determinations as to any cost-sharing; identify each employee eligible to take advantage of pre-tax offerings currently available through PCB pre-tax plans; timely file required Employer Agreement with BOP; timely advise each PCB employee of BOP benefits and/or availability of pre-tax plans and time-period for acceptance; include cost of benefit offerings in PCB personnel budget; assure that benefit determinations are financially responsible given PCB budget requirements; assign responsibility for making determinations on appropriate pre-tax plan reimbursements.

2. Measurable – Begin performance of Specific actions not later than 30-days prior to date for submission of BOP Employer Agreement and complete applicable Specific actions to permit accurate and timely Employer Agreement submission

3. Achievable – Develop plan for timely completion of Specific actions leading to benefit plan determinations.

4. Relevant: Appropriate offerings of required and/or optional benefits through the BOP and maintaining availability of pre-tax plans are essential.

5. Time-Bound – Determine benefit offerings and contents of PCB Employer Agreement for submission to BOP on time as required by BOP.

PCB Personnel Committee SMART Goals

Goal: Benefit Optimization

Three-Year Goal: Continue implementation of any experienced-based changes or additions to the "Specific" items identified in the "One-Year Goal" plan.

1. Specific – Review adequacy of "Specific" items benefit-determination process identified in the "One-Year Goal" plan as modified or changed in prior year and implement any experienced-based changes or additions; determine whether BOP remains the source of providing required benefit offerings; determine whether BOP is the optimal source for providing optional benefits.

2. Measurable – Begin performance of Specific actions leading to 2027 benefit determinations not later than 30-days prior to date for submission of Employer Agreement to BOP or date by which Session requires submission of Personnel Budget, whichever is earlier.

3. Achievable – Develop plan for review of adequacy of existing benefit-determination process and plan for timely completion of Specific actions leading to benefit determinations.

4. Relevant – Appropriate offerings of required and/or optional benefits through the BOP and maintaining availability of pre-tax plans are essential.

5. Time-Bound – Complete necessary benefit determinations by time in 2026 required for submission of BOP Employer Agreement for 2027 and/or time in 2026 for submission to Session of Personnel budget for 2027.PCB Personnel Committee Budget.

PCB Personnel Committee SMART Goals

Goal: Benefit Optimization

Five-Year Goal: Continue implementation of any experienced-based changes or additions to the "Specific" items identified in the "One-Year Goal" plan as modified by the Three-Year process..

1. Specific – Review adequacy of "Specific" items benefit-determination process identified in the "One-Year Goal" plan as modified or changed during the Three-Year goal process and/or in prior year and implement any experienced-based changes or additions; determine whether BOP remains the source of providing required benefit offerings; determine whether BOP is the optimal source for providing optional benefits.

2. Measurable – Begin performance of Specific actions leading to 2029 benefit determinations not later than 30-days prior to date for submission of Employer Agreement to BOP or date by which Session requires submission of Personnel Budget, whichever is earlier.

3. Achievable – Develop plan for review of adequacy of existing benefit-determination process and plan for timely completion of Specific actions leading to benefit determinations.

4. Relevant – Appropriate offerings of required and/or optional benefits through the BOP and maintaining availability of pre-tax plans are essential.

5. Time-Bound – Complete necessary benefit determinations by time in 2028 required for submission of BOP Employer Agreement for 2029 and/or time in 2028 for submission to Session of Personnel budget for 2029 PCB Personnel Committee Budget.

PCN Personnel Committee SMART Goals

Goal: Personnel Manual – Update and Maintain

One-Year Goal: Develop a plan to update and maintain the Presbyterian Church of Barrington personnel manual – so that it reflects the current church human resources-related functions and operations

SMART Assessment:

1. Specific – Develop a plan and procedures to ensure that the personnel manual accurately reflects the job descriptions, reporting relationships, and human resources-related policies and procedures of both the pastoral staff and non-pastoral staff; develop a plan to recommend to Session any needed changes in current human resources-related policies and procedures
2. Measurable – Develop a plan to review the current personnel manual and to identify all needed changes and updates
3. Attainable – Develop a plan to review and update the personnel manual that it can by presented to the Session
4. Relevant – The current personnel manual is stale and, in part, obsolete; an updated personnel manual can be used (a) to train new employees regarding church policies and procedures and (b) to resolve questions from current employees regarding church policies and procedures
5. Time-constrained – Develop the plan by December 31st of year one

PCB Personnel Committee SMART Goals

Goal: Personnel Manual – Update and Maintain

Three-Year Goal: Implement the plan to update and maintain the Presbyterian Church of Barrington personnel manual

SMART Assessment:

1. Specific – Implement the plan to review and update the personnel manual to ensure that the manual reflects the then current job descriptions, reporting relationships, and human resources-related policies and procedures related to the then current pastoral and non-pastoral staff; after review, recommend any needed changes in human resources-related policies and procedures to Session
2. Measurable – The work product of this goal will be the publication of the updated manual
3. Attainable – The updated manual will be approved by Session and then distributed to all staff and other interested parties
4. Relevant – The updated manual will be available as a human resources-related policies and procedures reference both to train new personnel and to resolve questions of current staff
5. Time-constrained – Update the personnel manual by December 31st of year three

PCB Personnel Committee SMART Goals

Goal: Personnel Manual -Update and Maintain

Five-Year Goal: Review and update (as needed) the Presbyterian Church of Barrington personnel manual – to ensure that it continues to reflect the current church human resources-related functions and operations

SMART Assessment:

1. Specific – Review and update (as needed) the personnel manual to ensure that it continues to reflect the then current job descriptions, reporting relationships, and human resources-related policies and procedures related to all pastoral and non-pastoral staff
2. Measurable – Review the then current manual to identify any needed updates and revisions
3. Attainable – The manual will be reviewed and updated (as needed) on a regular basis
4. Relevant – The periodically updated manual will serve as a reference for all human resources-related policies and procedures – for both new staff and seasoned staff
5. Time constrained- Review and update (as needed) the personnel manual by December 31st of year five

PCB Personnel Committee SMART Goals

Goal: Regulatory Compliance

One-Year Goal: Develop a plan to describe and monitor compliance with the PCB human resources-related regulatory reporting requirements

SMART Assessment:

1. Specific – List and describe each requirement for each regulatory filing or disclosure (including due date and preparation responsible party) in the following categories: staff compensation and employee benefits statements; Presbytery compensation and employee benefits disclosures; federal and state employment reporting; and federal and state employment tax reporting
2. Measurable – Develop a plan for monitoring that all reporting requirements are prepared on a timely basis
3. Attainable – Develop a plan for the preparation a list, inventory, or checklist of reporting requirements – including due dates and responsibility
4. Relevant – Human resources-related regulatory compliance will assist PCB to avoid fines, penalties, and other regulatory failure disciplinary actions
5. Time-constrained – Develop a plan for the inventory and monitoring of regulatory reporting requirements by December 31st of year one

PCB Personnel Committee SMART Goals

Goal: Regulatory Compliance

Three-Year Goal: Implement the plan to describe and monitor compliance with all of the PCB human resources-related reporting requirements

SMART Assessment:

1. Specific – Implement the plan to list and describe the requirement for each regulatory disclosure (including due date and preparation responsible party) in the following categories: staff compensation and employee benefits statement; Presbytery compensation and employee benefits disclosures; federal and state employment reporting; and federal and state employment tax reporting
2. Measurable – Implement the plan for monitoring that all reporting requirements are prepared on a timely basis
3. Attainable – Implement the plan for the preparation of a list, inventory, or checklist of reporting requirements – including due dates and responsibility
4. Relevant – Documented human resources-related regulatory compliance will assist PCB to avoid fines, penalties, and other regulatory failure disciplinary actions
5. Time-constrained – Implement the plan for the inventory and monitoring of regulatory reporting requirements by December 31st of year three

PCB Personnel Committee SMART Goals

Goal: Regulatory Compliance

Five-Year Goal: Evaluate, and revise as needed, the plan to describe and monitor compliance with all of the PCB human resources-related reporting requirements

SMART Assessment:

1. Specific – Assess, and revise as needed, the listing and description for each regulatory disclosure (including due date and preparation party responsible) in the following categories: staff compensation and employee benefits statements; Presbytery compensation and employee benefits disclosures; federal and state employment reporting; and federal and state employment tax reporting
2. Measurable – Assess, and revise as needed, the plan for monitoring that al reporting requirements are prepared on a timely basis
3. Attainable – Assess, and revise as needed, the plan for the preparation of a list, inventory, or checklist of reporting requirements – including due dates and responsibility
4. Relevant – Continued human resources-related regulatory compliance will assist PCB to avoid fines, penalties, and other regulatory failure disciplinary actions
5. Time-constrained – Assess, and revise as needed, the plan for the inventory and monitoring of regulatory reporting requirements by December 31st of year five

PCB Personnel Committee SMART Goals

Goal: Staff Optimization

One-Year Goal: Develop a plan to assess the optimal level of pastoral and non-pastoral staff positions (including consideration of part-time versus full-time staff positions) – with input from other committees and other church constituent groups

SMART Assessment:

1. Specific – List and describe each current and budgeted staff position; recommend criteria to assess the requirement for each position within the context of achieving the PCB overall strategic objectives; recommend to Session the criteria to assess if new/different staff positions are required to achieve the PCB strategic objectives
2. Measurable – Develop a plan to compare current actual positions (and hours) to minimum required positions (and hours)
3. Attainable – Develop a plan to present recommendations to Session to eliminate unnecessary positions (and hours) and to recruit and hire needed positions (and hours)
4. Relevant – Optimal staffing levels will assist PCB to efficiently and effectively achieve its strategic objectives
5. Time-constrained – Develop a plan for assessment and recommendation criteria by September 30th of year one, to allow the Session to consider the recommended criteria in the development of the next-year personnel budget

PCB Personnel Committee SMART Goals

Goals: Staff Optimization

Three-Year Goal: Implement the Session-approved plan to assess the optimal level of pastoral and non-pastoral staff positions (including consideration of part-time versus full-time staff positions)

SMART Assessment:

1. Specific – Revise as needed the list and description of each then-current and budgeted staff position; apply the Session-approved criteria for assessing the requirement for each position within the context of achieving the PCB overall strategic objectives; develop recommendations to Session as to whether any new/different staff positions are required to achieve its strategic objectives
2. Measurable – Compare then-actual positions (and hours) to minimum required positions (and hours)
3. Attainable – Develop recommendations to Session to eliminate unnecessary positions (and hours) if needed and to recruit and hire needed positions (and hours) if needed
4. Relevant - Optimal staffing levels will assist PCB to efficiently and effectively achieve its strategic objectives
5. Time-constrained – Complete assessment and develop recommendations to Session by September 30th of year three, to allo the Session to approve/revise staff optimization recommendations and to incorporate approved recommendations into the then next-year personnel budget

PCB Personnel Committee SMART Goals

Goal: Staff Optimization

Five-Year Goal: Review and update (as needed) the Session-approved plan and criteria to assess the optimal level of pastoral and non-pastoral staff positions (including consideration of part-time versus full-time positions)

SMART Assessment:

1. Specific – Update the list and description of each then-current and budgeted staff position; re-evaluate (and recommend any needed changes to Session) the criteria to assess the requirement for each position within the context of achieving the PCB overall strategic objectives; re-evaluate (and recommend any needed changes to Session) if new/different staff positions are required to achieve the PCB strategic objectives
2. Measurable – Compare the then-actual positions (and hours) to minimum required positions (and hours)
3. Attainable – Develop as needed revised recommendations to Session to eliminate unnecessary positions (and hours) if needed and to recruit and hire needed positions (and hours) if needed
4. Relevant – Optimal staffing levels will assist PCB to efficiently and effectively achieve its strategic objectives
5. Time-constrained – Complete the updated assessment and develop updated recommendations to Session by September 30th of year five, to allow the Session to approve/revise the updated staff optimization recommendations and to incorporate the approved recommendations into the then next-year personnel budget

PCB Personnel Committee SMART Goals

Goal: Positive Work Environment

Year-One Goal: Develop a plan to document and assess staff responsibilities and organization structure – in order to support a positive and productive work environment

SMART Assessment:

1. Specific – Develop a procedure to list and describe all staff (pastoral and non-pastoral) job descriptions and responsibilities; develop a procedure to document the current staff organization structure and reporting relationships; develop a procedure (including a set of criteria) to assess the effectiveness of the current job descriptions and organization structure with regard to achieving a positive, productive, and professional work environment
2. Measurable – Achieving this goal will result in an increase in staff productivity, decrease in staff turnover, increase in staff job satisfaction, and improvement in staff morale
3. Attainable – Develop a plan to document current position responsibilities and reporting structure – including due dates and responsibility
4. Relevant – Achieving this goal will assist PCB to attract and retain high quality staff (pastoral and non-pastoral) and will improve the effectiveness of individual staff positions and overall staff organization
5. Time-constrained – Develop a plan (including list of procedures) to document and assess staff positions and organization structure by December 31st of year one

PCN Personnel Committee SMART Goals

Goal: Positive Work Environment

Year-Three Goal: Implement the plan to document and assess staff responsibilities and organization structure – in order to maintain a positive and productive work environment

SMART Assessment:

1. Specific -Complete the list and descriptions of all staff (pastoral and non-pastoral) job descriptions and responsibilities; complete the documentation of the then-current staff organization structure and reporting relationships; complete the assessment of the effectiveness of the current job descriptions and organization structure with regarding to maintaining a positive, productive, and professional work environment
2. Measurable – Assess if the achievement of this goal has resulted in an increase in staff productivity, decrease in staff turnover, increase in staff satisfaction, and improvement in staff morale
3. Attainable – Complete the documentation of position responsibilities and reporting structure – and recommend any proposed position/organization changes to Session – consistent with year-one due dates and responsibility
4. Relevant – Achieving this goal will assist PCB to attract and retain high quality staff (pastoral and non-pastoral) and will improve the effectiveness of individual staff positions and overall staff organization
5. Time-constrained – Document and assess staff positions and organization structure by December 31st of year three

PCB Personnel Committee SMART Goals

Goal: Positive Work Environment

Year-Five Goal: Evaluate, and revise as needed, the plan to document and assess staff responsibilities and organization structure – in order to sustain a positive and productive work environment

SMART Assessment:

1. Specific – Maintain, and revise as needed, the list and descriptions of all staff (pastoral and non-pastoral) job descriptions and responsibilities; revise as needed the documentation of the staff organization structure and reporting relationships; continue to assess the effectiveness of job descriptions and organization structure with regard to sustaining a positive, productive, and professional work environment
2. Measurable – Achieving this goal will result in an increase in staff productivity, decrease in staff turnover, increase in staff satisfaction, and improvement in staff morale
3. Attainable – Maintain and update, as needed, the documentation of position responsibilities and reporting structure – and recommend any proposed position/organization changes to Session – consistent with planned due dates and responsibility
4. Relevant – Sustaining this goal will assist PCB to attract and retain high quality staff (pastoral and non-pastoral) and will improve the effectiveness of individual staff positions and overall staff organization
5. Time-constrained – Maintain and update, as needed, documentation and assessment of staff positions and organization structure by December 31st of year five