

S4.5 – Employee Recruitment, Welfare and Termination

Accreditation Objective: “Published policies and procedures relating to the recruitment, appointment, role and responsibilities, professional development, evaluation, promotion, termination, and welfare of institutional employees.”

Recruitment

- Policy Purpose: (1) Our mission statement can only be fulfilled by people. Hence, finding the right people will likely always be a greater need than finding more resources. (2) Because we believe that our mission is important, it is worthy of conscious, intentional effort to find personnel that fit with it. (3) Because our mission is distinctive, we believe there are very specific character and competency requirements and it will be relatively unusual to find such people.
- Therefore, we ask board, administration, faculty, and staff to be conscious as they encounter Christian academics or potential staff members, particularly in the context of Alberta or Western Canada, looking for people who meet the character and competency requirements to be part of the faculty fulfilling the mission of Foundation Baptist College.
 - More specifically, competency would include the basic educational requirements (MA or above for undergrad, Doctorate or above for grad) in the fields that we require. It would also include pedagogical, communication, and personal skills.
 - Character would include adherence to our basic doctrinal requirements for faculty as described in the faculty handbook and a Christian life of character in keeping with these doctrinal pre commitments and the authority of Scripture.
 - The expectations for staff are similar, with general competencies in our area of need in place of specific degrees.
- As board, faculty or staff make acquaintance with possible prospects, we ask them to directly inform the administration (president, deans, or C-level staff).

Appointment

- Beginning with recommendations from board, admin, faculty or staff, the administration will follow the following procedures:
 - Evaluate whether the candidate’s competencies might be a fit for specific, current needs.

- If so, the administration will begin with a trial—letting the candidate teach as a substitute for a single lecture or take on a single job on a temporary basis.
- Before offering a formal position, the administration will verify that the remuneration fits within current budget allotments. Unless there is special clearance from the board, initial offers will be a temporary offer for between one month and two years, before making an open-ended, ongoing offer.

Roles and Responsibilities

- Roles and responsibilities will be clearly defined in a written job description delivered to the candidate before a formal commitment has been made.
- These job descriptions and roles must fit within the organizational chart and other current structure of the institution.
- Both the college and the job candidate will sign an acknowledgement that they have read the job description document.
- Adjunct contracts are short-term by definition, and therefore limited to the term of the class or classes offered.

Professional Development

- New Employees will watch a series of videos introducing them to core information for Foundation Baptist College, including, but not limited to the mission and institutional learning objectives, brief history, general outlines of the programs, and the governmental structure of the college.
- Training beyond this will be more specific to the new employee's role. This training can be given by the relevant people in the faculty and staff who can best speak to their roles and responsibilities.

Evaluation and Welfare

- Evaluation will be a simple annual form filled out by the employee's immediate superior (for the CEO, the board and securely filed. This superior is responsible to deliver all forms to their superiors extending to the president and the board. The employee who filled out the form also has the prerogative to call any form in particular to the attention of the administration.
- At the same time, individual employees will also fill out an annual employee morale form, alerting their superiors to any concerns or problems they are facing.

Annual Employee Evaluation Form included below

Annual Morale Form included below

Promotion

- Because of our current scale, promotion is not currently relevant to the structure of Foundation Baptist College, but this will be reviewed on a five year basis together with the strategic plan.

Termination

- If there is a recurring problem with an employee, their immediate supervisor can give an initial warning with specific, tangible steps that the employee can take to improve.
- If there is no detectable improvement for at least one month following, their superior should alert the administration.
- If the administration concurs that the situation is problematic and could lead to termination, they would extend a second warning to the employee, again allowing an opportunity of at least one month.
- If the situation is still problematic, the administration has the option of consulting with the board, or they may move towards termination.
- The administration Should always seek counsel before formally terminating an employee.
- Severance will be equivalent to one month of the employee's regular pay beyond the time they are terminated.

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Annual Employee Evaluation Form

Employee: _____

Position: _____

Evaluator: _____

Date: _____

Rating Scale

Rating	Description
5	Excellent
4	Above Expectations
3	Satisfactory
2	Needs Improvement
1	Unsatisfactory

Evaluation

Area	Rating	Comments
Quality of Work	____	_____
Reliability	____	_____
Communication	____	_____
Cooperation	____	_____
Christian Character	____	_____

Strengths

Areas for Improvement

Goals for the Coming Year

Signatures

Evaluator: _____

Employee: _____

Evaluations shall ordinarily be completed annually by the employee's immediate superior. In the case of the President/CEO, the evaluation shall be completed by the Board. Completed evaluations shall be securely filed. Each superior is responsible to forward completed evaluations to the next level of administration, extending ultimately to the President and the Board. Any employee may call a particular evaluation to the attention of the administration if deemed necessary.

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Annual Employee Satisfaction and Morale Survey

Department (optional): _____

Date: _____

Rating Scale

Rating	Description
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

Survey

Statement	Rating
I understand what is expected of me in my role.	___
Communication within the institution is generally clear and helpful.	___
I feel respected by leadership and fellow employees.	___
I believe the institution operates with integrity.	___
I feel supported in carrying out my responsibilities.	___
My workload is reasonable and manageable.	___
I am satisfied with the overall work environment.	___
I believe my work contributes meaningfully to the mission of the institution.	___
Morale among employees is generally positive.	___
I would recommend this institution as a good place to work.	___

What do you believe the institution is doing well?

What improvements would you recommend?

Additional Comments

Responses may be submitted anonymously. Survey results may be reviewed by administration and the Board for the purpose of improving institutional effectiveness, employee morale, and organizational health.