Episcopal Diocese of Washington

Employment Policies and Guidelines for Lay Employees

Approved June 10, 2008

Episcopal Diocese of Washington

Vision and Mission

Adopted by Diocesan Council
September 19, 2006

Vision Statement

The vision of the Episcopal Diocese of Washington is the people of God living out their faith together.

Mission Statement

The mission of the Diocese of Washington is to build up the Body of Christ by equipping the people of the Diocese, individually and together, to carry out their ministries in the world.

Macro mission goals are:

- To build healthy, interdependent mission-driven congregations
- **To develop plentiful resources, both human and financial**
- To sound a prophetic voice in the community, the nation and the world

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For the Right Use of God's Gifts

Almighty God, whose loving hand has given us all that we possess: Grant us grace that we may honor you with our substance, and, remembering the account which we must one day give, may be faithful stewards of your bounty, through Jesus Christ our Lord. Amen (Book of Common Prayer, page 827)

Theological Considerations for Personnel Policies and Guidelines

Appropriate compensation for and respectful care of clergy and lay employees of the church and good parish management practices are stewardship issues. They involve the right use of a congregation's assets of money and talent to further the coming of God's kingdom on this earth. Parishioners alone cannot carry out this great calling. The men and women who earn their livings working in our churches have a vital role.

Good personnel practices also are equity and justice issues. We know that for many of our people, clergy and lay alike, the work they undertake for us is the chief expression of their ministry within the Body of Christ. Their dedication often leads them to give more than duty requires. It is important that we regularly show our appreciation and gratitude in a variety of intangible <u>and</u> tangible ways.

For, it is when a congregation lives out its faith not only as a worshipping community but as a just employer that it follows the mandate of the One who said, "The laborer deserves to be paid." (Luke 10:7)

Employment Policies and Guidelines for Lay Employees

Definition:

Lay Employee: Any individual, other than a clergy person, employed by a parish, mission or separate congregation. This excludes contracted service providers and temporary employees.

Policies:

- It is the policy of the Diocese of Washington that parishes adhere to all applicable local, state and federal laws, to the Canons of the Episcopal Church and to the Canons of the Diocese of Washington in their employment practices; and

- That parishes use the *Guide to Human Resources Practices for Lay Employees in Episcopal Churches, 2nd edition,* as the basis for parish personnel policies and practices; and

- That newly hired employees of any Diocesan institution (parish, mission, organization, school) have a background check coordinated through the *Diocesan Human Resource Office* with employment contingent upon the results of this screening; and

- That employees complete *Safeguarding God's Children* training every three years of active employment.

Guidelines:

- That parishes employ the recommended practices and compensation guides that are provided in this document.

- That parishes conform to the expectations of approved General Convention and Diocesan Resolutions. **(See Appendix B)**

- That parishes work within the spirit of employment laws from which they legally may be exempt to promote justice and fair treatment in the workplace. (**See Appendix B)**

- That parishes utilize the resources of the American Guild of Organists and the Association of Anglican Musicians in the development of agreements with and compensation for church musicians.

The Diocesan Human Resource Committee encourages parish clergy and lay leadership to contact Church House staff for assistance and referrals when human resource issues arise. Staff is knowledgeable about resources and best practices, saving parishes valuable time and money as they address challenging issues.

I. Recommended Best Practices

The recommended practices summarize those included in the *Guide to Human Resources Practices for Lay Employees in Episcopal Churches, 2nd edition.* The *Guide* provides sample letters, templates, language for policy statements and comprehensive overviews of pertinent laws, canons and resolutions. It is a "one-stop-shop" for guidance on human resource issues and for best practices.

Assessment of Staffing Needs

Parish leadership and staff participate in the assessment of parish priorities, current allocation of resources and emerging needs at regular intervals to determine appropriate staffing levels and job descriptions. This is especially helpful when vacancies in existing positions occur.

Establishment and Maintenance of Up-to-Date Job Descriptions

Annually, employees and supervisors review existing written descriptions for accuracy. These are the foundation for establishing performance expectations.

Establishment of Title for each Position based on Job Description

Job titles and compensation reflect the job duties and knowledge, skills and abilities required to do the job. See **Appendix C** for examples.

Recruitment and Screening of Applicants

Open positions are posted, enabling qualified applicants to learn of and apply for the job. Postings include required knowledge, skills and abilities. Screening is based on job-related criteria and includes representatives of parish constituencies who will work closely with the successful candidate.

Selection and Offers of Employment

The successful candidate for a position is offered the position in a written agreement which includes the job title, supervisor (reporting line), date of employment, cash salary/hourly wage and benefits, leave and paid time off, statement of at-will employment and requirement of successful completion of background check. Other conditions of employment, such as completion of training, should be included as well. Grounds for termination of the agreement not specified in parish personnel policies should be included.

- This agreement should be updated and signed by all parties when terms of employment change.

- The background check must be completed through the *Diocesan Deployment Office*. Contact George McConnell, gmcconnell@edow.org or (202) 537-6536 for information.

- The Diocesan Human Resource Administrator should be notified as soon as candidates accept a position so that benefits information may be forwarded. Download the Diocese of Washington Request for Insurance Coverage or (http://www.edow.org/parish/benefits/health_forms.html).

Orientation of New Employees

The first few months are a critical period in the development and retention of new hires. Minimally, new employees should be introduced to clergy, staff and lay leaders, given a

facilities tour, trained to use equipment, review and sign the job description, be given all pertinent manuals plus parish bylaws and policies, and meet regularly with the supervisor to review expectations, priorities and performance.

Job Performance, Performance Problems and Progressive Discipline

Regular communication regarding an employee's work promotes job satisfaction and effective performance. It is the supervisor's responsibility to bring concerns about performance and other unacceptable behavior on the job to the attention of the employee in a prompt and professional manner. Generally, these issues are first addressed in a verbal counseling session. If the problematic behavior persists, written notices of expectations for behavioral modifications with timelines may be issued and if all efforts fail, employment then may be terminated.

Conduct

Establishing clear, written expectations for appropriate conduct and reinforcing this conduct during performance discussions helps create a productive work environment. *See the Guide pages 113-114 for additional examples.*

Expectations for appropriate conduct may include teamwork, dependability, maintaining privacy of others and keeping the work environment safe and secure.

The following are examples of unacceptable conduct at work that could result in disciplinary action, which may include termination of employment without advance notice:

- Excessive absenteeism or tardiness;
- Failure to follow parish procedures and policies;
- Falsification of records;
- Sexual misconduct or harassment;
- Poor work performance; or
- Failure to report for work without prior notice on three or more occasions.

Staff is expected to use good judgment when attending employer-sponsored or business-related events.

Business Practices

Employees should be introduced to and adhere to the practices and methodologies included in the most recent edition of the *Manual of Business Methods in Church Affairs.*

Employee Records Management

Personnel records contain the original application for employment, screening documents, letter of agreement, performance-related documents, copies of benefits applications (except medical), copies of citations and awards and other job-related documents. Leave and payroll materials may be kept here or in a separate file.

Individual medical and disability-related records are confidential documents, kept separately in a secure location.

A schedule for records retention should be developed with the assistance of a lawyer or the *Manual of Business Methods in Church Affairs.* Guidelines for accessing information in personnel files should be documented.

II. Compensation

Compensation is based on the knowledge, skills, abilities plus the related education and experience that the successful candidate brings to the position. The Diocese of Washington Compensation Guides are used in determining the appropriate salary. **See Appendix A.**

III. Benefits

Medical and Dental: The CareFirst BlueChoice Opt-Out Plus comprehensive plan is available to lay employees through the Diocese of Washington. *Click here* for additional information.

Pension: Defined Contribution and Defined Benefits Plans are available through the Church Pension Group. The Diocese of Washington assists parish employers with the enrollment process. Parishes are encouraged to contribute 9% of base salary for lay employees working 1000 hours or more in a twelve month period.

Income Replacement Benefit and Long-Term Disability: Employees are eligible to enroll in the Church Pension Group plans at their own or the employer's expense.

Group Life Insurance: Employer-paid group life insurance is available for employees working a minimum of 20 hours per week or 1000 hours annually. Optional Supplemental Life is available at the employee's expense. Both products are offered through the Church Pension Group.

Optional Retirement Savings Plans (403b) This benefit is available at employee expense from Church Pension Group to employees working a minimum of 1000 hours per year.

Long Term Care Insurance: Another optional benefit from Church Pension Group, all lay employees, their families and lay volunteers are eligible to enroll at their own expense.

Some of these benefits require enrollment within the first 30 days of employment. After 30 days, employees may be required to wait until for the next Open Enrollment period.

Appendix A: Lay Compensation Tables for 2008

Lay except Musicians

2008 Base Salary Guide for Lay Employees (*based on 3.4% cost of living adjustment). Revised April 2008.*

Position – Sample Titles *See Appendix B for descriptions*	**Min** *Hourly*	**Max** *Hourly*	**Min** *Annually*	**Max** *Annually*
Receptionist	$8.30	$13.43	$17,271	$27,938
Secretary	$10.37	$14.77	$21,571	$30,713
Administrative Assistant	$13.82	$16.78	$28,756	$34,906
Bookkeeper	$13.82	$20.14	$28,756	$41,896
Cleaning Staff	$7.61	$14.77	$15,834	$30,713
Sexton	$11.76	$17.45	$24,454	$36,304
Youth Director			$28,766	$46,024
Director of Religious Education			$35,955	$53,932
Senior Ministries Director			$35,955	$53,932
Administrator			$43,147	$71,914

For employees working fewer than 36 hours, the salary may be pro-rated based on number of hours worked each week.

Ex: A receptionist works 30 hours per week or 75% time. The salary might be 75% of $30,713 or $23,035 annually.

Base salary does not include the costs of health insurance, pension contributions, FICA, life insurance, income replacement (short-term disability) or long-term disability. It is strongly recommended by General Convention and Diocesan Resolution that employees compensated for more than 1000 hours annually be offered pro-rated benefits.

Musicians

Level Of Training	**A**	**B**	**C**	**D**
Years Of Experience				
1	34,110	39,007	51,166	52,814
2	34,964	40,334	52,532	54,224
3	35,816	41,622	53,894	55,629
4	36,671	42,990	55,259	57,036
5	37,522	44,817	56,283	58,095
10	40,931	50,627	61,400	63,375
15	44,344	56,437	66,516	68,659
20	46,050	59,756	71,631	73,937
25	47,755	63,739	76,750	79,222

Column A: Service Playing Certificate or Less than a Bachelor's Degree
Column B: Bachelor's in Organ or Sacred Music or CAGO or ChM Certificate
Column C: Master's in Organ or Sacred Music or AAGO Certificate

Column D: Doctorate in Organ or Sacred Music or FAGO Certificate

This chart takes for granted the following:

A. The Church demands highest artistic standards with musicians of outstanding talent and ability.
B. Benefits are paid to the musicians.

This chart may be used for part-time musicians by dividing the salary by the percentage of a 40 hour week the employee works. If the parish does not provide benefits (health, retirement contribution, disability) add 20% in lieu of benefits.

Ex: A 20 hour per week musician with 10 years experience and a Master's Degree would earn: $61,400 x 50% = $30,700 plus 20% for benefits ($6140); total compensation is $36,840.

Supplemental Musicians

Organist **or** Choir Director: $175 per weekend service
(includes individual preparation, consultation with clergy or other staff, and the service, but not a mid-week rehearsal)

Organist **and** Choir Director: $250 per weekend service
(individual preparation, consultation and service, but no mid-week rehearsal)

Additional Duplicate Service add 50% (no additional preparation)

Additional Choir Rehearsal during the week: $75 per hour (dependent on preparation and responsibility required)

Appendix B: Employment Laws and Canons

Please see the page in the ***Guide to Human Resource Practices for Lay Employees, 2nd edition*** *(referred to as the Guide).*

Federal Laws of which you should be aware:

Title VII (Civil Rights Act of 1964), *Guide p. 6*
Americans with Disabilities Act, *Guide p. 7*
Age Discrimination Employment Act, *Guide p.10*
Older Workers Benefit Protection Act, *Guide p.10*
Immigration Reform and Control Act, *Guide p.10*
Fair Labor Standards Act, *Guide p.11*
Occupational Safety and Health Act, *Guide p.11*
Family Medical Leave Act, *Guide p.11*
Consolidated Omnibus Reconciliation Act, *Guide p.12*
Religious Freedom – First Amendment of the United States Constitution, *Guide p.17*

Maryland and District of Columbia Laws: *Consult legal counsel for specific interpretations for your jurisdictions.*

Minimum Wage **(See Appendix D)**
Unemployment Compensation – churches are exempt in DC and Maryland
Employment at Will – either party may end employment agreement with or without cause unless otherwise specified in written employment agreement.
Whistleblowing – provides protection for those who report what they believe to be fraudulent, abusive or other inappropriate behaviors

General Convention Resolutions, *Human Resource Guide pp.18-24*

D165 (1991): Require Episcopal Church Bodies to Provide Pension Plan for Lay Employees
A137 (1991): Provide Certain Lay Employees with Health and Life Insurance Benefits
A094 (1997): Urge Church Bodies to Discontinue Unjust Employment Practices
B018 (1997): Recommend Parity between Clergy and Lay Employees
D034 (1997): Request Dioceses to Establish Minimum Continuing Education Standards
D082 (1997): Urge Church-wide Promotion of the Living Wage
D001 (2000): Declare All Church Buildings to be "Tobacco-free Zones"
D015 (2000): Justice and Accountability in the Church Workplace
A123 (2003): Substance Abuse: Diocesan Alcohol and Drug Dependency Policies

Appendix C: Sample Job Titles and Duties

Sample Title	Sample Duties – *actual will vary by parish*	Required Skills and Abilities
Receptionist	Answer incoming calls. Place outgoing calls. Greet walk-in visitors. Provide accurate information. Distribute messages. Sort and distribute mail. Receive packages.	Use multi-line telephone system. Converse with guests in courteous professional manner. Listen and record information accurately.
Secretary	Same as Receptionist plus generate routine correspondence. Maintain office files and supplies. Create weekly bulletins and/or monthly newsletter. Maintain membership records.	Use Microsoft Office at the beginner to intermediate level. Accurately input data into paper registry or electronic database. Use copiers, folding and/or postage machine. Track orders and reconcile invoices.
Administrative Assistant	Same as Secretary plus create and maintain archival documents and data. Provide support to lay ministry leaders. Maintain master calendar. Maintain basic components of parish website. Prepare for and keep records of parish leadership meetings. Help maintain financial records.	Use Microsoft Office at intermediate level. Make minor modifications to website with adequate training.
Bookkeeper	Record financial transactions. Prepare regular deposits. Process payment of invoices and reimbursements. Assist in development of cash handling procedures. Prepare basic financial statements. Prepare Parochial Report, payroll and tax documents.	Ability to use spreadsheets or financial recordkeeping software at beginner to intermediate level. Ability to reconcile financial statements. Knowledge of business methods of the Episcopal Church.
Cleaning Staff	Clean parish facilities using vacuums, brooms, floor machines, and employer approved cleaning solutions. Restock paper products in restrooms and fellowship areas. Remove trash and recycling for scheduled pick-ups. Assist with set-ups and tear-downs.	Use basic cleaning tools. Use cleaning solutions according to manufacturers' guidelines.
Sexton	Supervise cleaning staff. Select, order and maintain cleaning supplies and tools. Work with trades people and contractors on facility maintenance and repairs. Ensure inspections are completed regularly and safety equipment is maintained. Maintain parish furnishings. Conduct and/or contract for maintenance of mechanical systems. Notify appropriate personnel of problems and safety concerns.	Ability to read and follow instructions, including diagrams. Knowledge of basic facility-related safety standards. Basic to advanced skill in use of cleaning tools and/or power tools. Ability to develop and articulate expectations to housekeeping staff.
Director of Music	Teach and direct choir(s) with members of diverse age and ability. Participate in the development of weekly liturgy plans. Provide	Bachelor's degree or higher from accredited academic program. Demonstrated ability to work

	choirs with support and materials. Coordinate rehearsal schedules and curricula. Select accompanists for special services. Respond pastorally to persons planning funerals, memorial services, weddings or other special occasions. Select and maintain library of sheet music. Secure rights for reproduction and use of music.	effectively with voluntary and paid choirs and musicians. Knowledge of liturgical music and the Episcopal and Anglican liturgy.
Administrator	Manages daily operations of Parish office and facilities. Supports work of Clergy and Vestry. Ensures compliance with bylaws, policies, procedures and contracts. Supervises lay staff. Generates reports and reviews for accuracy. Creates publications. Manages event logistics. Assists in development of and works within operating budget. Makes appropriate referrals to clergy, staff or lay leaders.	Complete complex tasks using Microsoft Office, publishing software and databases. Exercise sound judgment and professionalism in decision making. Translate parish mission, policy and goals into daily actions. Listen actively, and respond appropriately to concerns, suggestions, new ideas, complaints and requests for assistance. Apply required methodologies when dealing with parish records and financial transactions.
Director of Youth Ministry	Plan, develop and carry out plans for youth programs. Recruit, train, and support volunteers who work with young people. Planning of mission trips and off-site events. Selection of curriculum for middle & high school Christian formation classes. Completion of Safeguarding God's Children within 6 months of hiring.	Attentive to e-mail and other communication tools. Team player with other parish staff and volunteers. Ability to work within a budget. Knowledge of Episcopal Church and of adolescent and young adult development theory.
Director of Religious Education and Formation	Development of Christian formation curriculum from early childhood through adulthood. Recruitment, training, and support of volunteers who teach or facilitate classes. Coordinate special events throughout program year. Completion of Safeguarding God's Children within 6 months of hiring.	Attentive to e-mail and other communication tools. Team player with staff and volunteers. Ability to work within a budget. Knowledge of Episcopal Church. Familiarity with various Christian education curricula. Knowledge of human development and life stage theory.
Director of Senior Ministries	Development of programs and services for seniors. Recruitment, training, and support of volunteers who work with seniors or associated services. Coordinate special events throughout program year. Maintain accurate information for referrals to service agencies.	Ability to communicate effectively with multi-generational constituency. Ability to work within a budget. Knowledge of Episcopal Church. Familiarity with local, regional and national agencies providing assistance to seniors. Knowledge of issues of the aging, human development and life stage theory.

Appendix D: Minimum Wage

Place of Employment	Min. Wage as of July 24, 2008	*2008 Annualized* (2080 hours)	Min. Wage July 24, 2009	*2009 Annualized* (2080 hours)
District of Columbia*	$7.55	$15,704	$7.55	$15,704
State of Maryland	$6.55	$13,624	$7.25	$15,080

** District of Columbia rate is $1 above Federal Minimum Wage at a minimum.*