

PART 2 - LAY EMPLOYEE GUIDES

PART 2.1 - COMPENSATION, BENEFITS, AND CONDITIONS OF EMPLOYMENT

2.1A - INTRODUCTION

(1) PURPOSE

To provide standards for establishing salaries, benefits and conditions of employment for Lay Church Employees engaged in full or part-time ministry in the Diocese of Washington. The Guide provides minimum salary standards. Where possible and it is warranted, the Guide should be exceeded.

(2) DEFINITIONS

(a) LAY EMPLOYEE

Any individual, other than a clergy person or musician, for whom separate guides are published, employed by a parish, mission, or separate congregation, or diocesan staff in the Diocese. Exclusion: This excludes contractors and temporary employees.

(b) FULL-TIME EMPLOYMENT

Employment where an individual receives compensation for 40 or more hours per week.

(c) PART-TIME EMPLOYMENT

Employment where an individual receives compensation for less than 40 hours per week.

(3) REFERENCES

Personnel and Administrative Policies - Diocese of Massachusetts

Personnel and Administrative Policies - St. Alban's Parish

Personnel Policies and Procedures Manual - Franklin National Bank

Compensation Survey Report (Washington-Baltimore Metropolitan Region)

- Washington Personnel Association

2.1 B – LAY COMPENSATION GUIDE FOR 2004

The figures below represent full-time salaries for all positions. Full-time assumes 40 hours a week; for part-time positions, these suggested salary ranges should be pro-rated. (For example, a person working 20 hours a week receives 50% of a full-time rate.)

Placement within the range should be based on breadth of responsibility and years of related experience. The size of the congregation is generally a factor only with respect to placement in program staff positions.

None of these categories include benefits. The guidelines for benefits are found in part 2.1 in this guide.

SUPPORT STAFF POSITIONS

<u>Position</u>	<u>Dollars Per Hour</u>	<u>Annual Range</u>
Receptionist	\$7.22 to 13.23	\$15,018 to 27,530
Secretary – Entry Level*	9.02 to 12.03	18,771 to 25,023
Administrative Assistant*	12.03 to 15.03	25,023 to 31,279
Executive Secretary*	15.04 to 17.44	31,301 to 36,276
Bookkeeper	12.03 to 18.05	25,023 to 37,564
Cleaning Staff	6.62 to 13.23	13,775 to 27,530
Sexton	10.22 to 15.63	21,262 to 32,521

LAY PROGRAM STAFF POSITIONS

Youth Director	25,020 to 40,032
Director of Religious Education	31,274 to 46,911
Senior Citizens Director	31,274 to 46,911
Administrator	37,529 to 62,550

* These position titles are not significant, but the figures represent differing levels of responsibility and

experience.

2.1C - SALARY

(1) BASE SALARY

No person shall be employed at a rate which is less than the minimum wage in whatever the jurisdiction in which the employment is located. Each year of employment should result in salary review, and an adjustment made if warranted. Changes in the cost-of-living will be reflected in the salary table published annually. (See section 2.1B in the Compensation Guide for 2002).

(2) SERVICE

Salary adjustments for Lay Employees should be considered each year of employment. Adjustments should be effective on the first of January each year. The length of service should be dated from the first of January immediately following date of employment. At the employer's discretion merit increases also may be granted based upon the annual performance evaluation.

(3) COST OF LIVING

The Diocesan Personnel Committee will determine each year the need for a cost of living adjustment taking into account changes in the Bureau of Labor Statistics' Consumer Price Index for the Washington Standard Metropolitan Statistical Area and wage changes in both the public and private sectors.

(4) OTHER FACTORS

While paragraphs 2.1C(2) and (3) above establish criteria for minimum salaries, additional factors such as previous experience and/or level of education or training should be considered in arriving at the proper starting salary for an individual.

(5) COMMUNITY WAGE LEVELS

It is recommended that each parish consult with employers in its community to determine comparable salary levels and maintain salary levels consistent with the work standards in its community:

<u>Church Position</u>	<u>Related Position</u>
Secretary	Secretary Administrative Assistant Executive Secretary
Bookkeeper	Junior Bookkeeper
Sexton	Plant Manager School Custodian Security Officer
Cleaning Person	Janitor Security Guard
Administrator	Business Manager School Administrator
Director of Religious Education	Teacher
Youth Director	High School Counselor
Pastoral Counselor	Social Worker Therapist

2.1F - BENEFITS

Benefits or perquisites are the materials, services or protection provided either in kind or by money designated for specific purposes, and awarded the Lay Employee in return for the discharge of responsibilities. These benefits should be negotiated between the employee and employing units and defined as specifically as possible to avoid future misunderstanding.

In addition to the need for adequate compensation, there is a growing interest in flexible benefits plans. This practice, more informally known as “cafeteria approach” to benefits has grown in recent years in the private sector. A flexible benefit plan is a benefit plan in which employees have a choice of the benefits they receive, within a specified dollar limit. Usually a core package is required (e.g., specific minimum levels of health, disability, retirement and death benefits), plus a group of elective programs from which the employee may select a set dollar amount. A primary advantage of these plans is that they can address the varying needs and life styles of an increasingly diverse workforce. With flexible benefits, a parish has more assurance that it is providing benefits that are truly appreciated and desired.

Examples of flexible benefits that are already available include group life insurance in which employees can choose to buy additional term insurance at group rates, and health insurance plans that provide different levels of coverage that require different deductibles and premium amounts. The most frequently offered benefits in flexible plans are: education benefits, medical coverage, life insurance, dental, dependent-care coverage, 403(b), long-term disability, short-term disability, vacation time, cash for unused benefits, optical, child care, and Individual Retirement Accounts. There are taxability issues which arise when employees make choices among flexible benefits. For instance, a plan might offer a choice between cash or being covered under an insured health plan. An employee who chooses the cash gets a taxable benefit, but the employee who chooses the health coverage is choosing a non-taxable benefit. Under current tax law, certain benefits such as medical and dental benefits are not taxable to the employee. Other benefits such as retirement plans are tax deferred. Cash received, of course, is taxable as income.

(1) PENSION

All Lay Employees working a minimum of 20 hours per week are eligible for retirement benefits through participation in the Episcopal Church Lay Employees Retirement Plan (ECLERP) or its equivalent. There are specific guidelines around such things as percentage of contribution, age minimums, length of employment, etc. which may be explored through ECLERP. The specific guidelines should be written and made available to each employee. Each employing unit is encouraged to contribute an amount equal to 10% of the employee's cash salary toward such a plan.

(2) HEALTH INSURANCE

Typically, health benefits are provided to employees who work 20 or more hours per week. Health benefits for employees working less than 20 hours per week are at the discretion of the parish. Currently the Diocesan Policy is with CareFirst BlueChoice, Inc. Each employing unit is encouraged to pay the full cost for an employee's enrollment; it is diocesan policy that the employer will pay at least 50% of the premium. Church House must receive *written* notification for enrollments ASAP via mail or fax.

Each employing unit is charged the appropriate premium for its lay employees which is paid through Church House.

The program and its premiums are monitored by the Diocesan Insurance Committee which reports to Diocesan Council.

Application forms and other benefit material for the health insurance program may be obtained from the Insurance Administrator at Church House (202)537-6522. Employees should complete the forms and return them to Church House. New employees have 30 days from their hire date to enroll in the health insurance plan. Coverage begins on the date of employment. If the 30 days have passed, the employee will be subjected to filling out a health statement, and coverage will begin one month after its review and approval by the insurance

company. A ten-month waiting period may be imposed for certain pre-existing conditions. There is an open enrollment period during January 1-31 of every year where employees who have missed their 30 day window may enroll without being subjected to filling out health statements.

If a lay employee is covered by the diocesan health plan when he or she retires, that employee is eligible to continue enrollment in the group plan in retirement. Payment of premiums would be negotiated between retiree and parish.

(3) LIFE INSURANCE

All lay employees working a minimum of 20 hours per week are eligible for life insurance. The carrier in the Diocese is the Church Life Insurance Company. Premiums are paid by each parish, mission and separate congregation to the Health Benefits Services of Church Life Insurance Incorporated.

An application form must be completed by the employee. This form can be obtained through Church House upon written request to the Insurance Administrator at the Diocesan Church House. Lay employees have 30 days from their hire date to enroll in the life insurance plan. After the 30 days have past, they will be subjected to filling out a health statement, and some exclusions may apply.

The employee normally receives an identification card and a certificate of insurance. The insurance has no cash value and its coverage ceases upon termination of employment.

(4) DISABILITY INSURANCE

Parishes should consider carrying disability insurance for all employees. It is especially important for clergy and musicians who may become incapacitated and whose services would have to be covered in their absence. Both short-term and long-term disability insurance is available through The Episcopal Church Medical Trust, with at least one open season for enrollment annually, usually in the fall. Additionally, organists can be covered through a low-cost national insurance plan available through the American Guild of Organists if they are members of that organization.

(a) IRP (Income Replacement Plan):

This is a short-term disability plan offered through The Medical Trust. Coverage begins on the 30th day the employee is out of work. New full-time employees have 60 days from hiring date to enroll. Applications and benefits information can be obtained through Church House upon written request to the Insurance Administrator. Premiums are billed in conjunction with the insurance directly to the parishes from The Medical Trust.

(b) LTD (Long -Term Disability):

This is a new disability benefit offered by The Medical Trust. Benefits start after 1 year of unemployment. New full-time employees have 60 days from their hiring date to enroll. Applications can be obtained through Church House upon written request to the Insurance Administrator. Premiums are billed in conjunction with the life insurance directly to the parish from the Medical Trust. Parish Administrators may contact Active Member Services for more information (800)480-9967.

(5) ALTERNATIVE BENEFIT PROVISION

For those employees already covered or ineligible for pension, health or life insurance benefits (paragraphs 2.1F(1), (2) and (3)), an alternative equal to the cost of the benefit should be offered such as an IRA, KEOGH, scholarship funds, etc.

(6) SOCIAL SECURITY

The Social Security Tax must be paid for all employees. See Circular E, Employers' Tax Guide, available from the Internal Revenue Service, for report and deposit requirements.

(7) LEAVE

(a) VACATION

All lay employees working a minimum of 20 hours per week are entitled to receive a paid vacation and encouraged to take their full vacation each year. Vacation is earned as follows:

Program Staff are entitled to one month's paid vacation per year.

Support Staff are entitled to vacation time as follows:

	<u>40-hr a week</u> <u>employees</u>	<u>24-hr a week</u> <u>employees</u>
from one to three years :	two weeks/10 working days	6 working days
from three to five years:	three weeks/15 working days	9 working days
after five years:	four weeks/20 working days	12 working days

Vacations are not cumulative. Any accrued vacation time not taken by December 31 is forfeited, unless otherwise negotiated. Vacation time not taken cannot be converted to cash. The employer should take the initiative to make certain that there is a mutually convenient time for the employee to take his/her vacation.

Paid vacations for part-time employees are negotiable.

(b) HOLIDAYS

Observance of the following twelve (13) paid holidays is established for Lay Employees of the Diocese:

New Year's Day	Labor Day
Martin Luther King Day	Columbus Day
Presidents' Day	Veterans Day
Good Friday afternoon	Thanksgiving Day
Easter Monday	Christmas Day
Memorial Day	One floating holiday
Independence Day	

Should a holiday fall on a Saturday or Sunday, the day recognized by the Federal Government will be substituted.

When an observed holiday occurs during an employee's vacation, that employee shall receive extra vacation equal to the hours he/she normally would have worked that day.

If required to work on a holiday, compensating time off should be given. Part-time employees should receive proportionate holiday benefits.

(c) SICK LEAVE

Full-time employees absent from work because of illness shall receive up to twelve (12) working days full pay in any calendar year. Additional days needed may be granted by the employer.

Employees having service of less than one (1) year shall accumulate one (1) day of full pay for each completed month service. Absence because of illness in an employee's immediate family is allowed. Such absence, up to a maximum of five (5) working days in any one (1) year, is counted against the employee's own sick leave. The sum of this, plus the employee's actual sick leave, may not exceed the limit placed on such absences at full pay.

Part-time employees are entitled to proportionate sick leave allowance.

Sick leave does not accrue from year to year. However, in the case of a long-time employee sidelined by a long-term illness, the employing unit may give special consideration to extension of sick leave beyond prescribed limitations, taking into account the employee's record of sick leave.

(d) MATERNITY LEAVE

Each parish should have minimum guidelines established which can be negotiated.

Paid time should be available for medical appointments:

- ½ day each month for seven months
- ½ day each week for eighth and ninth month
- Eight weeks of paid time after delivery/adoption
- Extension to twelve weeks if there are complications

Planned coverage for services and plans for returning to work should be negotiated well before delivery.

Time for child care would be allotted as needed:

- Four hours per month for routine check-ups.
- Emergency medical care up to eight hours per month.
- Emergency child care problems up to eight hours per month.

(e) MILITARY LEAVE

Leave of Absence must be granted for employees who are drafted in the Armed Services, payment to be made through the last day worked. Upon return such persons are entitled to all re-employment benefits of the Selective Service Act. Absences for a short period (usually not more than 2 weeks) shall be granted for annual training and special active duty for those members of Reserve units who have such obligations. Pay will be continued during that period but may be reduced by the amount earned from the Reserve at the discretion of the employing unit. Other benefits are not to be affected by such salary reduction.

(f) JURY DUTY

Excused absence will be granted for an employee summoned as a juror or subpoenaed as a witness. The employing unit pays the difference between the jury fee and the employee's regular salary. If the jury duty assignment only requires part of the work day, it is expected that the employee will return to complete the balance of the normal regular work day.

(g) DEATH IN THE FAMILY

An emergency leave with pay should be granted in the event of death in the immediate family of an employee, to the extent reasonably required.

(h) PERSONAL BUSINESS

Three (3) days a year with pay are considered reasonable for emergency and necessary leave of this sort, such absences to be approved in advance so far as they can be controlled and when conditions permit.

(8) LEAVE OF ABSENCE

Leaves of Absence may be granted at the discretion of the employing unit.

(9) CHILD CARE

Vestries and all diocesan related institutions may negotiate child care provisions and/or allowances under special circumstances.

2.1G - REIMBURSED EXPENSES

(1) REIMBURSED CAR AND TRAVEL ALLOWANCE

Lay Employees whether full or part-time, are to be compensated at the rate of 34.5 cents per mile for miles driven on church business (up to 15,000 miles), plus parking fees and toll charges, if similarly incurred. This is to cover all car expenses - gas, oil, insurance, depreciation, etc. Other travel expense of Lay Employees will be reimbursed on the basis of reasonable bills submitted.

2.1H - UNEMPLOYMENT COMPENSATION

(1) UNEMPLOYMENT COMPENSATION

Religious institutions may elect to participate or NOT to participate in unemployment compensation. The law does state that employees must be notified if the parish is not participating in unemployment compensation. Each employee's contract should indicate if their parish does not participate and a written statement should be posted.

PART 2.2 - LAY EMPLOYEE POSITION TITLES AND COMPENSATION

A wide range of lay employee position titles and compensation ranges are in use throughout the Diocese. Non clerical parish positions fall into four distinctive groups: Music, Administration, Program support, and Custodial Services. Some parishes have multiple employees whose responsibilities are limited to one of these categories. Other parishes have one or more employees whose responsibilities include two or more of these categories. Parishes also have a mix of full time and part time staff whose compensation reflects the size and complexity of the parish as well as the number of hours worked.

(1) MUSIC

In addition to the specific information about church musicians provided in the *Church Musician Guide*, general information is included here as part of the overview of parish lay employee positions. In large parishes, the musical program may be led by a full-time Director/Minister of Music or an Organist/Choirmaster. The head of the program typically reports to the Rector of the parish. Subordinate full-and/or part-time staff supervised by the head of the music program may be present with titles such as Organist, Assistant Organist, Choir Director, Chorister, and Music Assistant. Part three of the Personnel Guides provides more specific information on compensation appropriate for musicians, which should take into account the individual level of formal training attained and years of work experience. Compensation reported by parishes suggests that music programs involving paid multiple staff members often tend to employ some people on a part-time or seasonal basis. Choristers tend to be paid on the basis of services sung, with rehearsal time taken into account. As is the case with all part-time employees, parishes are urged to consider an appropriate payment in lieu of benefits for part-time music employees who do not qualify for or receive health insurance, life insurance, or participation in the church pension plan.

(2) ADMINISTRATION

In large parishes, business operations tend to be led by a full-time employee who reports to the Rector. Many titles are used, such as Parish Administrator, Director of Administration, Director of Parish Operations, etc. This individual may supervise subordinate full-and/or part-time staff with titles such as Administrative Assistant, Parish Secretary, Financial Secretary, Secretary, Bookkeeper, Receptionist, etc. The head of administrative programs also may oversee contractual employees and/or volunteers who provide administrative services, and normally has management responsibility for custodial operations. A full-time Administrator's compensation typically falls between \$35,000 and \$60,000 depending upon the size and complexity of the parish. Subordinate full-time administrative staff compensation typically falls between \$20,000 and \$45,000. Dedicated secretarial staff for Rectors and assisting clergy is still present in some parishes, but is being found less frequently as is the case in the broader workplace. Compensation for part-time administrative employees should be based on the level of skills required and the hours worked. Again, parishes are urged to consider an appropriate payment in lieu of benefits for part-time administrative employees who do not qualify for or receive health insurance, life insurance, disability insurance, or participation in the church pension plan.

(3) PROGRAM SUPPORT

Many parishes are employing individuals on a full-and/or part-time basis who provide support for parish programs. These individuals may report to the head of parish operations, but more typically report to the Rector or the assisting clergy responsible for the program in question. Position titles include Director of Christian Education, Director of Children and Youth Ministries, Sunday School Administrator, Youth Minister, Director of Program Ministries, Volunteer Coordinator, etc. Occasionally, program support staff may supervise other dedicated staff, usually employed on a part-time basis, such as Nursery Supervisor, Nursery Attendant, or Administrative Aide. A substantial part of program support staff responsibility typically involves interface with and oversight of volunteers or volunteer activity. Compensation for full-time program support staff typically

ranges from \$15,000 to \$50,000. Compensation for part-time program support employees. Compensation for part-time program support employees should be based on the level of skills required and the hours worked. Again, parishes are urged to consider an appropriate payment in lieu of benefits for part-time program support employees who do not qualify for or receive health insurance, disability insurance, or participation in the church pension plan.

(4) CUSTODIAL SERVICES

Most parishes employ custodial staff on a full-time and/or part-time basis. Titles used include Building Engineer, Director of Plant Operations, Sexton, Assistant Sexton, Custodian, Housekeeper, Laundress, etc. The head of custodial services typically reports to the head of administrative operations or the Rector. Subordinate full- or part-time custodial staff and/or contractors might be supervised by the head of administrative operations, the head of custodial services, or the Rector. The procurement of custodial supplies and equipment as well as interface with vendors and suppliers also might be carried by the head of custodial services. In many parishes volunteers provide some custodial services on a routine basis, grounds maintenance being one example. When both volunteer and employee custodial support is simultaneously present, it is highly recommended that responsibilities and reporting relationships be clearly defined and well understood by all concerned. Compensation for full-time custodial services employees range from \$12,000 to \$35,000. Compensation for part-time custodial services employees should be based on the levels of skills required and the hours worked. Again, parishes are urged to consider an appropriate payment in lieu of benefits for part-time custodial services employees who do not qualify for or receive health insurance, life insurance, disability insurance, or participation in the church pension plan.

PART 2.3 - ESTABLISHING POSITION DESCRIPTIONS

A position description is a statement of the major duties, responsibilities, and supervisory relationship of a given position. The description of each position should be reviewed on an annual basis and revised as necessary. The description should include information about the job that is significant to the duties of the position.

For a non supervisory position (work not preformed independently of supervision), the description should include enough information so that the proper title can be made when the description is supplemented by other information about the institution's structure and mission. The position description should clearly define the major duties assigned and the nature and extent of responsibility for carrying out those duties. Example of these positions are receptionist, secretary, sexton, music director, and organist. The position description for a secretary would mention specialized skills necessary to preform duties of the position such as knowledge of ADP applications including word processing, data base management, spreadsheets, communications, and graphic software, should be listed. The extent and responsibility for carrying out the duties should also be described.

For a supervisory position (work directing subordinates, advising changes in procedures, resolving controversial issues, etc.), the position description need not include a detailed discussion of the

work performed by subordinate employees. It is important, however, that there be consistency between a supervisor's and Subordinate's position description concerning supervision given and received.

The position description should be attached to employee's letter of agreement, the contract or be included in the parish's personnel manual.

PART 2.4 - CONTINUING EDUCATION FOR LAY PROGRAM STAFF (such as Director of Religious Education, Youth Director, Senior Citizens' Director, Administrator)

2.4A - INTRODUCTION

In tandem with the guidelines for the continuing education of clergy (Part 1.4), the ongoing enrichment of the Program Staff's skills should be an integral part of employee benefits. Commitment to the continuing education of lay professionals affirms the critical role these individuals play in the pastoral life of the community. In addition to the enhancement of skills, there is a spiritual element in lay-directed programs which requires ongoing nurture.

Program Staff who are successful in their ministry will

- * regard their work as vocation, as a response to God's call in their lives
- * commit to continuing improvement of skills and growth in knowledge
- * hold themselves accountable to their institutional structure and to the wider community of the faithful

(from the mission statement of the Network of Lay Professionals in the Episcopal Church)

Continuing education benefits should be made available to part-time as well as full-time lay professionals, since many of the challenges and opportunities of this calling transcend hourly classification. Furthermore, many part-time Lay Professionals may not have benefitted from specific academic instruction and intern-training common to the experience of full-time Program Staff.

2.4B - CONTRACTUAL SPECIFICATIONS

The contract of a member of the Program Staff should specify the amount of paid leave time allowed for continuing education (including the number of Sundays absent, if appropriate). It should also detail a budget for further education and/or specifics relating to expenses the parish will provide, such as travel, meals, lodging, conference fees, dues, contribution to sabbatical fund, etc. A separate line item in the operating budget for these expenses will underscore the value of such education in the life of the community.

2.4C - DETERMINING NEEDS AND TIME REQUIREMENTS

In consultation with the Rector, a member of the Program Staff should identify how his/her strengths and weaknesses might determine the nature of off-site education. A long-term vision of

the particular program and its goals might necessitate an introduction in areas unfamiliar to the individual.

The particular focus of the educational experience should in each case directly relate to the regular evaluation process of the Program Staff.

Experienced Program Staff with extended service should be given a sabbatical for much the same rationale as their clergy counterparts and with similar financial arrangements.

2.4D - AREAS FOR CONTINUING EDUCATION

(1) Memberships in Professional Organizations

The parish should pay for its employee's dues in selected professional organizations, since such fees include monthly enrichment by way of journals and newsletters.

(2) Attendance at conferences, conventions, seminars and worships

(3) Enrollment in courses at a seminary or university

PART 2.5 - CHURCHES WITH SCHOOLS OR OTHER MISSION ORGANIZATIONS

2.5A - Episcopal Day schools or other financially independent church-related mission organizations associated with parishes often place significant time demands and expectations on the clergy and other church employees who work for those parishes. In these cases it is appropriate for the school or mission organization to share the compensation of the clergy person or other church employee with the parish in proportion to the amount of time spent in each place. For example, if a clergy person serving a parish with a school spends an average of 15% of his or her time with the school (doing counseling, teaching, leading chapel, helping with administration, or serving on the board, etc.), then it is appropriate for the school to pay 15% of that person's total compensation package.

2.5B – Teachers and staff of Episcopal Day Schools within the Diocese of Washington that are in urban or suburban locations should be compensated using as a guide the salaries of teachers and staff in the Washington area provided by the Association of Independent Schools of Greater Washington (AISGW). Teachers and staff of Episcopal Schools within the Diocese of Washington that are in rural settings should be compensated using as a guide the salaries of teachers and staff in the Washington area provided by AISGW or the Association of Independent Maryland Schools (AIMS). The goal is to have staff and teachers compensated at or above AIMS or AISGW average salaries for comparably sized schools. For more information contact:

AISGW
Box 9956

AIMS
883 Airpark Road, Suite 1

Washington, DC 20016
(202) 625-9223

Glen Burnie, MD 21061
(301) 858-6311

2.5C - It is appropriate that children of clergy or other church employees serving parishes with day schools be offered scholarships to attend those day schools. The source (e.g. the school or church's budget, school financial aid program, etc.) And amount of scholarship funds should be negotiated between the Vestry and School Board before the calling of the clergy person or the hiring of staff and clearly defined in that person's contract or letter of agreement.

PART 2.6 - CONTRACTS, AGREEMENTS

(1) WHY A WRITTEN AGREEMENT?

Many lay employees are working or have worked in the church for many years without any written understanding of their position. A written agreement, rather than denigrating an employee's work or indicating a lack of dedication on the part of those who possess one, will assist all concerned in the following areas:

- (a) It can serve as a tool to facilitate open and honest discussion of any given position and to provide ways to make church employees happier and more efficient.
- (b) The contract for a previous employee can serve as a useful document when hiring a new person for the position, or when creating a new position to ease the work load of the present staff.
- (c) During the interim period when the parish is changing rectors, it can serve the parish and the interim as a guide to assigned responsibilities and lines of organization in the parish.
- (d) It is a good tool for periodic evaluation of lay employee's performance, and as such should be periodically updated and aligned with current practices.
- (e) If there is an unresolved dispute between members of the staff, it serves as a document to clarify the relationship as agreed by employer and employee and a basis for resolution or dissolution.

(2) HOW TO WRITE A WORK AGREEMENT FOR LAY EMPLOYEES

(a) GENERAL

- (1) Since all lay employees are hired to assist the rector with specific areas of parish ministry, the work agreement should be signed by the employee and the rector.
- (2) To facilitate open and honest discussion of the lay employee's assistance to the rector, all work agreements should have a termination or renewal date to evaluate the agreement,

to bring it up to date, and to add to it the needed information to assure a continuing mutually supportive relationship.

(3) A work agreement should include: how the agreement may be terminated by either party and grounds for the parish to terminate the agreement.

(b) SPECIFIC

1. Job Title

2. Duties and Responsibilities - (A detailed job description may be attached.)

3. Supervision and Training

4. Weekly hours or expected work schedule.

5. Benefits

a. Vacation time

b. Arrangements for sick leave, personal leave

c. A list of normal staff holidays

d. Health and life insurance

e. Retirement

f. Continuing education

6. The terms of the agreement

a. Length of time the agreement is in force

b. Renewal arrangements (if any)

c. Termination arrangements by the employee

d. Termination arrangements by the employer

7. Compensation (including payment schedule)

8. A method and review schedule for evaluation

SEE FORMAT FOR A SIMPLE CONTRACT ON NEXT PAGE

EMPLOYMENT AGREEMENT

between
(Name of Church)
(Address)
and

Name of Employee

Address

Phone _____ **Social Security #**

Next of kin _____ **Phone** _____ **Position**

_____ **Annual Salary**

_____ **Hourly Rate** _____ **Period of Agreement**

_____ **Time Schedule**

_____ **Duties and Responsibilities**

_____ **Supervision and Training**

_____ **Benefits**

Sick Leave/Personal Leave _____ **Vacation** _____ **Review**

Schedule and Evaluation

_____ **Termination Provision**

ACCEPTED BY:

_____ **Date**

Signature of Rector

_____ **Date**

Signature of Employee

PART 2.7 - EVALUATION

(1) WHY AN EVALUATION?

An evaluation is a positive means of dialogue to promote communication in dealing with employee relations, thereby providing a basis for employee evaluation, job performance and the avoidance of potential disputes. Letters of agreement or contracts can provide a focal point for evaluation. The intention of an evaluation is to reinforce the achievements, needed area(s) of growth and to provide a basis of support. Sections (4) and (5) provide examples of guidelines for lay employee evaluations.

(2) THE EVALUATION PROCESS

The following points should be considered in the evaluation process:

- (a) The process should be done annually by the employee's supervisor.
- (b) Details from the employee's contract or job description should provide the basis of the evaluation.
- (c) Both the supervisor and the employee should sign the evaluation report.
- (d) Goals for the coming year should be set as a result of the evaluation.
- (e) Continuing education needs should be identified during or as a result of the evaluation.
- (f) It also provides the basis for need for continuing education.

(3) FORMATTING THE EVALUATION

At this point positive written comments for each area might be made or a point system evaluation might be used on a scale of 1- 5. The scale should be presented in a positive way with the numbers representing categories ranging from "outstanding achievement" to "improvement needed."

(4) GUIDELINES FOR EVALUATION OF SUPPORT STAFF

- (a) Name
- (b) Date of Employment
- (c) Position
- (d) Areas of Responsibility
 - 1. Office Skills
 - a. Typing - accuracy and speed
 - b. Computer - familiarity and implementation
 - 2. Organizational Skills
 - a. Prioritizing
 - b. Efficiency - accuracy
 - c. Maintaining neat desk

- d. Maintaining organized files
- e. Follow-through

3. Telephone Skills

- a. Pleasant
- b. Willingness to be helpful
- c. Follow-through

4. Public Relations Skills

- a. Works well with fellow colleagues
 - i. Cooperative assistance
 - ii. Contributes fair share of work when working with colleagues
 - iii. Punctual observance of working hours with limited absence
 - iv. Confidentiality
- b. Personal appearance
- c. Works well with parishioners
 - i. Supportive caring attitude
 - ii. Helpful in problem solving
 - iii. Supportive of parish committee needs
 - iv. Supportive of philosophy of church and parish

5. Institutional support

- a. Care in respectful manner of office and building
- b. Personal contribution

(5) GUIDELINES FOR THE EVALUATION OF A DIRECTOR OF RELIGIOUS EDUCATION/YOUTH DIRECTOR

- (a) Name
- (b) Date of Employment
- (c) Position
- (d) Areas of Responsibility

1. Finds opportunities to be directly involved with the children of the parish by:
 - a. Teaching
 - b. Liturgy
 - c. Special events
2. Takes an active interest in the children of the parish
3. Welcomes new families:

- a. Introduces new families to children's programs
- b. Includes new families in special events
- 4. Plans and coordinates the Sunday School program with the church staff and clergy:
 - a. Schedules meetings in a timely manner
 - b. Keeps staff and clergy informed of programs
 - c. Presents programs clearly
- 5. Carries through the following ongoing tasks responsibly:
 - a. Teacher recruitment:
 - 1. Recruits enough teachers to cover classes
 - 2. Recruits substitutes for absences
 - b. Teacher training
 - 1. Enables teachers to understand materials for effective presentation to classes
 - c. Communicates with teachers
 - d. Maintains an adequate inventory of classroom supplies
 - e. Provides and maintains a library of Christian Education resources
- 6. Provides consistent supervision for children's parish programs and events
- 7. Delegates responsibility appropriately enabling and supporting lay volunteers in all areas of the Sunday School program
- 8. Is an active advocate for children in the parish:
 - a. Encourages their involvement in other areas of parish life and worship outside the Sunday School class
 - b. Acts or facilitates a liaison between the Christian Education Committee and the Vestry
- 9. Promotes and publicizes the children's programs effectively through:
 - a. Parish newsletter
 - b. Education flyers
 - c. Bulletin boards
 - d. Correspondence
 - e. Sunday bulletin
- 10. Develops and manages the Sunday School budget
- 11. Cooperates with the Outreach Committee in providing the children with opportunities for service to others both inside and outside the parish
- 12. Develops and provides a complete and enriching curriculum appropriate for each grade level

