

PART 3 - CHURCH MUSICIANS GUIDES

PART 3.1 - COMPENSATION, BENEFITS AND CONDITIONS OF EMPLOYMENT

3.1A - INTRODUCTION

(1) PURPOSE

To provide guides for the use of parishes, separate congregations and missions in establishing salaries, benefits and working conditions for Episcopal Church musicians engaged in full or part-time ministry. The guide provides minimum salary standards. Where possible and it is warranted, the Guide should be exceeded.

(2) DEFINITIONS

Compensation of church musicians, as used in this guide, is payment for the continuing discharge of musical responsibilities by organists, choirmasters and others employed in the ministry of music. It does not include reimbursements to musicians for costs incurred as a direct result of their professional responsibilities (i.e., musical supplies, travel expenses), nor does it include reimbursements for services by guest instrumentalists or professional singers.

(3) REFERENCES

Title II, Canon 5 of the National Church.

Handbook for the Selection, Employment and Ministry of Church Musicians 1990, The Association of Anglican Musicians, Communications Office, Trinity Cathedral, 310 West Seventeenth Street, Little Rock, Arkansas 72206. (\$5.00 postpaid)

American Guild of Organists, Professional Concerns Handbook, 1991 (\$10.00)

The Work and Compensation of the Church Musician (Eleventh Edition) Boston Chapter AGO 1990 (\$2.00)

Music in the Church: Work and Compensation (with revisions) Seattle Chapter, AGO Seventh Printing, 1990. (\$3.00)

(All AGO Publications available from American Guild of Organists, 475 Riverside Drive, Suite 1260, New York, NY 10115)

The local scale of the American Guild of Organists

3.1B – COMPENSATION GUIDE FOR MUSICIANS 2004

TABLE I FOR FULL-TIME MUSICIANS

LEVEL OF TRAINING	A	B	C	D
YEARS OF EXPERIENCE				
1	29,668	33,928	44,505	45,937
2	30,412	35,083	45,692	47,164
3	31,152	36,238	46,877	48,386
4	31,896	37,392	48,064	49,611
5	32,636	38,982	48,954	50,531
10	35,602	44,035	53,406	55,123
15	38,571	49,088	57,855	59,718
20	40,054	51,975	62,305	64,311
25	41,538	55,440	66,756	68,907

Column A: Less than a Bachelors Degree or Service Playing Certificate

Column B: Bachelors in Organ or Sacred Music or CAGO or ChM Certificate

Column C: Master 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 when the church requires high standards and musical ability by dividing the salary by the percentage of a 40 hour week the employee works and adding 20% in lieu of benefits.

TABLE II FOR PART-TIME MUSICIANS

% OF FULL-TIME HOURS PER WEEK	¼ 9-12	3/8 13-18	½ 19-24	¾ 25-34
A	7,564-11,124	11,125-15,131	15,132-21,508	21,509-30,262
B	9,346-14,091	14,092-18,545	18,546-25,958	25,959-36,790
C	10,441-15,722	15,729-21,213	21,214-29,223	29,224-40,943
D	12,759-17,057	17,058-23,438	23,439-32,337	32,338-44,950

Column A: Less than a Bachelors Degree or Service Playing Certificate

Column B: Bachelors in Organ or Sacred Music or CAGO or ChM Certificate
Column C: Master in Organ or Sacred Music or AAGO Certificate
Column D: Doctorate in Organ or Sacred Music or FAGO Certificate

3.1C - SALARY

(1) DEFINED

Salary is the money regularly paid to church musicians in return for continuing musical services. Such services should be outlined in a written letter of agreement (or contract) between the parties involved, normally, between Rector, Vestry and musician. The salary determined in such agreements should not be less than the minimum base in the appropriate category in the guidelines. Salary does not include payment for occasional and extra services such as weddings and funerals, the fees for which should be determined and established by the parties involved in the contract, normally the Rector and Organist. [See 3.9J Weddings and Funerals]

See 3.1B Compensation Guide for 2002

(2) SERVICE

The minimum salary for a full-time musician should be adjusted for each year of experience in music ministry according to the attached table. Adjustments should be effective on the first of January each year. The table deals with the first twenty-five years of experience. For individuals with more than 25 years of experience in church music appropriate salaries may be determined by extending the table. For example, for a person with 26 years of experience, add 20% of the difference between the 20 and 25 year levels, for 27 years, add 40%, etc. At the employer's discretion merit increases also may be granted based upon the annual performance evaluation.

For part time musicians, the salary should increase within or exceed the range of the table for the hours per week and educational level relative to the years of experience in church music.

(3) COST-OF-LIVING

Each year the Diocesan Personnel Committee recommends for Council's approval 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 of the scale of the Anglican Association of Musicians and the local American Guild of Organists.

(4) TEACHERS AND STAFF MEMBERS OF EPISCOPAL DAY SCHOOLS

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
Washington, DC 20016
(202) 625-9223

AIMS
883 Airpark Road, Suite 1
Glen Burnie, MD 21061
(301) 858-6311

(5) OTHER FACTORS

Throughout the Diocese there is a wide variation in the following areas all of which may affect the compensation of church musicians:

- (a) parish membership
- (b) emphasis on music and liturgy in a parish
- (c) financial and physical resources
- (d) organization of the music program
- (e) training and experience of musicians
- (f) level of artistic excellence expected
- (g) administration of the music program
- (h) amount of time demanded of musicians

Planning adequate compensation for the services of organists, choirmasters and other church musicians involves multiple factors, some of which are difficult to specify and evaluate. An example is a church musician's rapport with clergy, staff members and parishioners. The level of musical competence required by a parish and its particular resources are two further examples. There are, however, factors which allow for a more objective determination of appropriate salaries for church musicians. The two most obvious are the skill of the musician and the amount of time the position demands.

While the most important consideration in determining salary is the extent of the musician's responsibilities, it is to be noted that the work of the church musician involves a broad spectrum of activities, some of which are highly visible (choir rehearsals, service playing) but many of which are not (practice, study, service and rehearsal planning and administration). Both are essential components of any church music program which seeks to contribute to the spiritual growth and ministry of the church. The strong sense of vocation and dedication of many church musicians have made vital contributions to the life of the church throughout the centuries.

3.1F - BENEFITS

(1) BENEFITS DEFINED

Benefits or perquisites are the materials, designated for specific purposes, and awarded to church musicians in return for the discharge of their musical responsibilities. These benefits, such as pension fund, life insurance, health insurance, alternative benefit provision and social security, should be negotiated between the parties and defined as specifically as possible to avoid future misunderstanding. For benefits not specifically described below refer to the appropriate section of the Lay Employees Guides.

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. Open enrollment for Life, IRP and LTD insurance is October 1-December 1; Effective January 1.

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.

(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. Musicians who serve as organists are uniquely subject to the need for disability insurance as any illness of or injury to their eyes, ears, limbs, hands or feet renders them unable to perform their major duty. 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. Also, the American Guild of Organists

has a national insurance plan at a very low rate for organists who are members of the 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 life 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)223-6602.

3.1H - 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 whether or not the parish participates and a written statement should be posted.

3.2 SUPPLEMENTAL MUSICIANS

3.2A - INTRODUCTION

Many parishes hire supplemental musicians on an ad-hoc or permanent basis creatively augmenting and strengthening the musical leadership within the parish. This may include making provisions for Assisting Directors and Instrumentalists on a professional scale, providing stipends for the extensive musical work of parishioners, and instituting scholarships for children and youth as part of the choral program.

3.2C - PROFESSIONAL INSTRUMENTALISTS

Instrumentalists can expect to be paid at union scale but fees are often negotiable. Contact Musician Union Local chapter 161-710 American Federation of Musicians at 202-337-9325 for further information.

3.2D - SINGERS

SECTION LEADER/STAFF SINGER..... \$100 per week / 50 per call
The ability to sing at sight, a voice which can lead and yet blend, and a familiarity with the liturgical choral repertoire are essentials for this type of position. A two hour mid-week rehearsal in preparation for two hours on Sunday for warm-up and service is typical.

Rationale: *The 2002 section leader rate is \$25/hour, proportionally. This is merely half the hourly rate a private singing teacher might expect to earn, and well below AGMA (union) rates. It is within range of what the more established choral programs in the diocese reported paying singers in 2001.*

CHORAL SCHOLAR..... \$50 per week / 25 per call
High School and College Students who may be the Section Leaders and Professional Instrumentalists of the future. A one hour rehearsal in preparation for two hours on Sunday for warm-up and service is typical.*

CHORISTER..... \$10-\$60 per month based on skills learned
Boys and Girls from age 8 through 13 who are involved in intensive choral training several times per week. Two 90 minute rehearsals in preparation for 2 hours on Sunday for warm-up and service is typical.*

* Choral Scholars and Choristers can also be encouraged with stipends for music lessons and scholarships for summer music camps:

Royal School of Church Music (RSCM) Summer Training Weeks at:
Rollins College for girls, Kings College for boys and girls, Ohio for boys
National Music Camp at Interlochen MI
Summer Choral Institute at Westminster Choir College, Princeton NJ

PART 3.3 COMPENSATION FOR SUBSTITUTE CHURCH MUSICIANS

3.3A - INTRODUCTION

The church music budget should include money for payment of a substitute during the musician's vacation, approved leave of absence, study leave and sick leave. For time away beyond that stipulated in the employment agreement, the substitute will be paid by the musician.

3.3B - RECOMMENDED MINIMUM FEES

CHURCH SERVICE, Organist or Choir Director.....\$175
(includes individual preparation, consultation with clergy
or other staff, and the service, but not a mid-week rehearsal)

CHURCH SERVICE, Organist and Choir Director.....\$250
(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)

Rationale: *The going rate for first rate brass or string players is \$150-200 per service, excluding Christmas Eve and Easter when premium rates apply. First rate organists should be paid proportionally. Those in charge of other musicians (i.e., Directors) must do extra preparation.*

These fees are understood to be minimum compensation which should be adjusted upward in accordance with the musician's experience and training.

PART 3.4 - CONTINUING EDUCATION FOR CHURCH MUSICIANS

3.4A - INTRODUCTION

In tandem with the guidelines for the continuing education of clergy (Part 1.4), the ongoing enrichment of a church musician's skills should be an integral part of employee benefits. Commitment to the continuing education of musicians (and other lay professionals) affirms the critical role these individuals play in the liturgical and pastoral life of the community. In addition to the enhancement of performing skills, there is a spiritual element in the formation of a music ministry which requires ongoing nurture.

Musicians 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 Professions in the Episcopal Church)

Continuing education benefits should be made available to part-time as well as full-time musicians, since many of the challenges and opportunities of this calling transcend hourly classification. Furthermore, many part-time musicians may not have benefited from the instruction in performance, music history, and liturgical tradition common to the experience of full-time church musicians.

3.4B - CONTRACTUAL SPECIFICATIONS

A church musician's contract should specify the amount of paid leave time allowed for continuing education (including the number of Sundays absent). 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.

During the negotiation of the initial contract, the musician, rector, and vestry should come to agreement about the continuing education provisions in as specific terms as are possible. Renegotiation of this benefit should take place on a three year cycle.

3.4C - DETERMINING NEEDS AND TIME REQUIREMENTS

In consultation with the rector, the musician should identify how his/her strengths and weaknesses might determine the nature of off-site education. A long-term vision of the music program and its goals might necessitate an introduction in areas unfamiliar to the individual, such as children's choirs or folk music. The peculiar focus of the education experience should in each case directly relate to the regular evaluation process of the parish musician. (Part 3.7)

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

3.4D - 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. Among the most valuable organizations are:

- (a) The Association of Anglican Musicians
- (b) The American Guild of Organists
- (c) The Royal School of Church Music
- (d) The Association of Diocesan Liturgy/Music Commissions
- (e) The Hymn Society of America
- (f) The Organ Historical Society
- (g) The Network of Lay Professionals in the Episcopal Church

(2) Conferences and Conventions

In addition to events sponsored by the organizations listed above, there are myriad seminars and workshops on topics ranging from Gospel singing to Gregorian Chant. Beyond the obvious benefit to the musician's technique and knowledge, the company of one's colleagues can offer a broader perspective upon one's personal sense of vocation. Lay and cleric alike appreciate time for refreshment and renewal.

(3) Private Lessons and Course Work

Parish musicians should be encouraged to seek out a private teacher or music course which would strengthen their effectiveness. Contacts are best made through local universities and music schools.

Many otherwise fine musicians remain ignorant of the liturgical tradition. More and more organists are "pianists in disguise." And not a few choirmasters are insufficiently experienced in vocal technique and group leadership. Study in these areas may or may not lead to a degree, but more importantly, would afford the congregation more inspired hymn playing, for example, or fluid improvisation, or a better integration of music within the liturgy.

PART 3.6 - CONTRACTS, AGREEMENTS

In the final two paragraphs of 3.1C above the wide variety in musical needs of a parish are discussed. To clarify the parish needs, a Position Description of the work of a parish musician(s) and areas of responsibility delegated by the rector (e.g. who chooses hymns: are volunteers expected to take part in musical directing; who plays weddings and funerals; what are the expectations of parish growth and involvement in music) are essential to a good working relationship. The Position Description is also a good tool for evaluation. The contract then becomes a simple document to clarify employment and details relating to it.

PART 3.7 - EVALUATION OF CHURCH MUSICIANS

3.7A - INTRODUCTION

Evaluation of a church musician is made by the rector or an evaluation committee of parishioners involved in the music ministry who report to the rector. In the case of a musician subordinate to a senior musician, the evaluation is made by the senior musician.

3.7B - FACTORS TO BE CONSIDERED:

- (1) Working with
 - (a) Rector
 - (b) Participants in music ministry
 - (c) Staff
 - (d) Others
- (2) Selection of music
 - (a) Appropriate music for services and occasions
 - (b) Timely presentation of musical selections for bulletins
- (3) Quality of performance - playing/conducting
- (4) Adherence to budget
- (5) Supervision of maintenance of instruments (organ, pianos, handbells, etc.)
- (6) Preparation/rehearsal of choir
- (7) Recruitment of participants in music ministry
- (8) Supervision of music library and vestments
- (9) Supervision of other music staff if appropriate
- (10) Fulfillment of time requirement

PART 3.8 - RECRUITMENT OF FUTURE MUSICIANS

3.8A - INTRODUCTION

Numerous articles have appeared in church and musical journals during the past decade lamenting the dearth of young church musicians and the closing of church music schools for lack of students. Whatever the reasons, the average age of those attending national musical conventions in the

American Guild of Organists and our own Association of Anglican Musicians is now approaching 50 years of age. Many rural and small town parishes in our church cannot find a musician to serve them at the present time.

Each parish in the diocese needs to be aware of the situation and be prepared to do what they can to encourage the young to experience and be enthused about church music. The list of suggestions below may be helpful.

3.8B - SUGGESTIONS

- (1) The organist should show the organ to children in the choirs or the church school, encourage them to play it and know about it.
- (2) Parishes should encourage musical training for all parish children.
- (3) Young people who study keyboard or other music should be encouraged to take part in parish activities and music for worship when they are capable of doing it.
- (4) Young people who would like to study organ should be allowed to use the instrument in the church at times when it will not disturb the church program. There should be no charge for this.
- (5) Parish musicians should be good role models and enthusiastic about their jobs in the presence of young parishioners.
- (6) Conducting skills should be taught to older youth choristers or musicians and used when possible or needed.
- (7) The organist might play an educational program with information about the instrument and works of great interest to youth and children. Small parishes could band together and have a program for all children and youth by one of the many fine organists in the city at the church with the most satisfying instrument for this purpose. Some diocesan organists have indicated a willingness to do this free of charge.
- (8) The parish musician should be visible as a teacher and music maker in the midst of the parish children at church school or other parish events. Few small people can see behind the console.
- (9) The American Guild of Organists, Potomac Chapter, is looking for talented piano students, interested in learning to play the organ. Six well known organ teachers from the Washington area have agreed to accept one piano student each for a year of free organ instruction. Pipe organs will be provided for practice and for lessons. Auditions are held in September each

year. For further information contact Elizabeth de Ayala, 221 Firehouse Lane, Gaithersburg MD 20875 (301-977-5424).

3.9 WEDDINGS AND FUNERALS

3.9A - INTRODUCTION

The regular organist of a church shall play for all weddings and funerals or memorial services in the employing institution. If the church organist is unavailable, a substitute organist approved by the music director may be employed. If the church organist is available and an outside organist is requested by the family and approved by the music director, the church organist is still entitled to the regular wedding or funeral fee, commonly referred to as a “bench fee.”

It is recommended that each parish publish a set of guidelines for Weddings and Funerals outlining:

1. The sacramental nature and form of the ceremonies]
2. The local customary of the liturgy and extra-liturgical considerations
3. Suggested music (detailing what is and is not appropriate)
4. Honoraria and fees

3.9B RECOMMENDED MINIMUM FEES

WEDDINGS

SERVICE\$250

including

- (1) a pre-service consultation
- (2) a short recital or organ music preceding the ceremony, entrance and exit music, accompaniment during the service, up to one hour in length

REHEARSAL (with wedding party, soloists, instrumentalists or choir)\$75 per hour

While it is usually not advisable to have the organist at the rehearsal of the wedding party, as it slows down the proceedings, rehearsal with guest soloists, instrumentalist or choir, approved by the music director are often quite necessary

FUNERALS or MEMORIAL SERVICES

SERVICE only (all consultation done by clergy)\$200

additional PREPARATION or CONSULTATION TIME.....\$ 75 per hour

RESPONSIBILITY for CONTRACTING SOLOISTS or
INSTRUMENTALISTS \$ 20 per person