

Parish Board Minutes

5/7/2018

Present: Michele David, James Shillaber, Ben Davis, Alice Mark, Laura Hatfield, Dave Demerjian, Gene Thompson-Grove, David Cave, Rev Rebecca

Our planned agenda was shortened by a meeting to debrief the ministerial vote with the search committee and transition team.

Opening words by James Cone read by Rev Rebecca.

We began with the confidential minister's report.

James Shillaber made a motion to accept the 9/15/17 compensation guidelines (see below). The guidelines can be used by our new minister and future church leaders as a guide to compensation. After brief discussion, the motion was unanimously approved.

Laura noted that our current personnel committee is James and others as needed. Next year we don't have an appointed personnel committee. We plan to engage one of the new board members in this work.

Ben Davis brought the budget discussion to the board. The proposed budget will be going out to the congregation shortly for approval at the annual meeting on 5/20/2018. Ben discussed that we have around \$40,000 of unspent money in FY18 compared to budget. We discussed whether to spend this money and how. The finance committee feels there are one-time expenditures that could be served by spending this money that would benefit the church and congregation going forward.

Ben made a motion to spend \$30,000 of unspent FY18 budget funds on a preschool code survey (\$10,000), safety task force (\$10,000), and DEEP consultation (\$10,000). After brief discussion, this motion was unanimously approved.

Ben then discussed other expenses that would be put into the proposed FY19 budget and their effect on the endowment. These expenses are for an AV specialist for Sunday worship (\$3200), funding for summer services (\$750), and a 4% salary increase for all staff to be consistent with UUA guidelines (\$5700). The board had an extended discussion on the 4% salary increase and reached consensus that this should be part of the proposed budget brought in front of the congregation. The 4% reflects two years of cost of living increase. The other two expenses will also be in the proposed budget. This budget should still have an endowment draw of approximately 6%.

We discussed having an annual cost of living increase be part of our church's compensation policy.

The AV specialist will be hired and supervised by Keith.

James made a motion that the board formally ask the Racial Justice Action Committee to help the board and congregation live into that aspect of our mission: "celebrates multicultural community, and works together to demand social justice [and] dismantle racism..." We ask the RJAC to accept stewardship for further structuring our engagement with DEEP next year and developing mechanisms to increase our awareness of and accountability for racial justice as an institution. This motion was unanimously approved

We said our usual closing and adjourned.

First Parish in Brookline

Compensation Guidelines

9/15/17

The purpose of these guidelines is to offer a philosophy, structure and administration procedures for setting compensation for employees at First Parish in Brookline. They should guide but not limit compensation decisions, and help us live into our values and mission as a UU congregation.

Philosophy

The church subscribes to the UU [Fair Compensation principles](#). It is our intention to describe and benchmark jobs accurately, and pay within the guidelines set by the UUA for our geography and congregation size. Compensation and benefit programs will be fair and enable employees to work with us for equitable pay for the work performed.

Pay is first benchmarked to the external market for roles, and then reflects a combination of the qualifications and experience someone brings to a role, and secondarily, his or her performance in that role.

Structure

First Parish in Brookline uses the UUA compensation structure established by the Office of Church Staff Finances.

Jobs at FPB are described and then benchmarked against the “[Capsule Job Descriptions](#)” maintained by the UUA, to determine the best fit. Occasionally a job will be a hybrid of other jobs described, and the church will need to select the closest fit, or create a composite job description and benchmark. It’s important to note that jobs are not benchmarked or compared to each other at FPB, but rather compared to others doing the same job in comparable UU churches.

Once a job title is decided on and the role is benchmarked, the salary range for that role can be found on the [UUA Salary Guidelines](#), on the UUA website. These salary guidelines are updated periodically to show the ranges of pay associated with different job titles, and adjusted to the cost of labor in the [region where the church is located](#).

In general, pay is set within these ranges, subject to the administration guidelines below.

Administration

Excerpted from the 2017-2018 [Guide to UUA Salary Recommendations](#)

The midpoint of the range for each position represents the market value for the job as determined by [UUA] analysis. There is a suggested range around the target within which we expect most employees to fall. The range provides flexibility to pay individuals based on their experience, skills, proficiency, and contributions to the congregation’s success, as well as to ensure that internal equity (how salaries align

relative to each other within the staff team) is maintained. The full range is considered market competitive.

We broadly consider the use of the range as described below. These descriptions are meant to be illustrative and not prescriptive. Each situation is considered on a case by case basis

Bottom 25% of range: This portion of the range is for an employee who partially meets job responsibilities and is growing into the job. The minimum is appropriate for a new hire with little or no relevant experience. A new hire with previous experience and relevant educational credentials might be offered closer to the 25% mark. In a competitive environment, be prepared to go above the entry level range to get the person you want.

Middle 50% of range: The middle 50% of the range is where most employees are expected to fall. This portion of the range is for employees who have the full skill set and are fulfilling their job responsibilities well. Aside from length of service, factors to consider in determining merit adjustments within this part of the range are: participation in or completion of continuing education opportunities, strong performance and contributions, and expanding or deepening in their role over time.

Top 25% of range: This portion of the range tends to be reserved for seasoned staff members who add value to the organization above and beyond the expected responsibilities and skill set.

In general, FPB uses the salary ranges to reflect the qualifications, experience, contribution and performance of staff, using the middle portion of the range for employees who have the full experience and skill set for their roles and who are fulfilling their job responsibilities well. *In general, we expect employees to cluster near the mid-point of their ranges.*

In addition to these general guidelines when using the ranges, FPB also considers the context of the job and work when deciding where to place individual staff within the recommended range for their position. The following are examples of that context:

- Membership size of our congregation relative to the size category.
- Religious Education program enrollment that is unusually large or small relative to our membership size (generally 20-40% of membership)
- “Complexity” of the church or specific roles.
- Internal pay equity. Salaries within a congregation must “make sense” relative to each other, taking into account the similarities and differences in responsibility, credentials and experience across staff.

Annual increases to pay are a function of the budget, changes in the UUA compensation guidelines and, to a lesser degree, performance. As a religious community, our primary focus in pay is on equity. We will also strive to reflect the increasing value of staff members over time and changes in the cost of living. All pay raises will be incorporated into the annual operating budget and will be voted upon by the congregation at its annual meeting

Bonuses or one-time compensation are not regularly used in church and non-profit environments, and will be a rare exception at FPB as well. The Senior Minister or Board may recommend one-time cash payments for one or more staff in unusual circumstances. Since they are not budgeted, such payments must be funded from savings in other areas of the budget and approved by the Board.

Setting pay levels – The Senior Minister makes recommendations to the Personnel Committee or Board about pay levels and raises for the staff during the budget process each spring, including recommendations by individual and corresponding rationale. The Board approves pay increases for staff.

The Personnel Committee makes a recommendation to the Board about pay changes for the Senior Minister, and all pay changes are approved by the Board and congregation at the annual meeting. In the absence of a functioning Personnel Committee the Board considers a pay increase for the Senior Minister during its regular meeting process and as a part of establishing the budget.

In the case of a new hire, the Senior Minister or search committee for the hire will make a pay recommendation to the Personnel Committee or Board, and the Board will approve.

These guidelines are intended to support decision making about compensation, not direct or constrain it. No guidelines can account for every situation, and the Senior Minister and Board will use their best judgment to achieve compensation practices that reflect the Philosophy at the beginning of this document and the church's overall mission and values.

The church is committed to pay equity - ensuring that equal pay is provided for equal work and that no individual or group is disadvantaged in the setting of pay or administering annual increases.