

PERSONNEL POLICIES & PROCEDURES

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Welcome

Congratulations and welcome to the Peterborough Unitarian Church team. You were selected as an employee based on careful, complete and thorough investigation of the background skills, potential skills and education of every applicant. You may have been asked to take specific skill tests to help in our selection procedure. Based on the total evaluation, you were selected to become a member of our team and we hope that our relationship will be a long one. We know you will enjoy success in satisfying our valued congregation.

If there is a single Word that best describes our church characteristics, that word is quality. The quality of our service depends on the quality attributes of our staff. Each member of our team is personally responsible for maintaining the high service and quality standards of serving the congregation which is essential for our success.

The Peterborough Unitarian Church began in

This Employee Handbook has been prepared to make you aware of the policies, standards and practices of the church. Please understand that as changes to this manual are required, revisions will be made only after thorough study and consideration of our mutual interest. Your reporting committee chair will answer your questions if there is anything you do not understand or would like to know more about.

Again, congratulations on your decision to join the Peterborough Unitarian Church. We look forward to working with you.

Sincerely,
The Standing Committee

Mission Statement

Principles

Purpose & Philosophy

This society is a congregation of people who wish to affirm and promote:

- The inherent worth and dignity of every person
- Justice, equity and compassion in human relations
- Acceptance of one another and encouragement to spiritual growth in our congregation
- A free and responsible search for truth and meaning
- The right of conscience and the use of the democratic process within our congregation and in society at large
- The goal of world community with peace, liberty and justice for all
- Respect for the interdependent web of all existence of which we are a part

Employment

Non-Discrimination Policy

Peterborough Unitarian Church does not discriminate in its employment or volunteer practices with regard to race, religion, ethnicity, gender, marital status, sexual orientation, or national origin. Applicants meeting general eligibility requirements will not be discriminated against due to age or disability,

Office Hours

Each employee will work out their schedule with their reporting committee. The office will be open to the congregation at least 20 hours a week from September to June and 10 hours a week during July and August.

Work Schedule

Church employees work different schedules and have different routines to perform. Each employee will be notified by his reporting committee of the work hours expected and time for lunch, if applicable.

Grooming & Dress

Our grooming and dress reflects the pride we take in our work and tells our congregation we believe in our services. Please adhere to these standards:

Grooming: Daily cleanliness of body and hair. Clothing and footwear that are clean, neat and appropriate.

Dress: Clothing and shoes should be sensible and appropriate for greeting the public. You must always be neat and clean. Attire may include: blue jeans, tee—shirts, and sweatshirts; however these clothes must be clean, not torn, and may not have sayings that may be offensive to others. You have to meet the public. Inappropriate apparel includes: thongs, torn clothing or anything that may be offensive to others.

Meals & Breaks

The normal meal period is 30 minutes, unpaid, and is scheduled by you and your reporting committee. There are no breaks.

Timekeeping, Pay Period & Paycheck Disbursement

See the Financial Policy & Procedure manual for this information.

Personal Changes

To ensure that your records are accurate and up-to-date, please advise the bookkeeper, treasurer and copy in your reporting committee of any change that affects your name, address, telephone number, number of dependents, etc. A name change can only be made after the employee shows a new Social Security card with their new name. See the Financial Policy & Procedure manual for this information. After all the necessary changes are made per your request, all papers will be stored in your personnel folder.

Personal Business

Personal telephone calls and personal business should be confined to your lunch periods. Please ask your family and friends to call only in cases of emergency.

Parking

Employees may park in designated parking spaces behind the church. Please be considerate of congregation members when working and leave room for them.

Care of Equipment

The church has invested thousands of dollars in tools and equipment to allow you to do your work more easily, quickly, and efficiently. Please take into consideration the care of your equipment; keeping it clean and running properly will save time and money. Handle tools carefully and store them so they cannot cause accidents. Give the equipment the best possible care and be alert for signs of wear or faulty operation.

Safety

We are always concerned for your safety and ask for your cooperation in observing safety rules.

If you notice any conditions that are dangerous or any defects in equipment that might cause injury, report them immediately to your reporting committee or to the property chair. You are expected to take reasonable safety precautions.

Smoking Policy

We are a smoke free organization. Smoking is banned from all church property.

Employee Classifications

Level 1 — Minister. One who is regularly scheduled to work 40 hour or more a week. (All Benefits)

Level 2 — DRE, Administrator or Custodian. One who is regularly scheduled to work more than 20 hours or more a week which is over 1,000 hours per year. (Partial Benefits)

Level 3 — Choir Director, Music Director, or Organist. One who works on a regularly scheduled less than 20 hours a week basis for a pre-determined period of time. To augment a position for a temporary, but specific time period or to achieve additional work that is defined within specific parameters of time. (No Benefits)

Level 4 — Occasional - Per diem. One who works by the hour on an as-needed basis. (No Benefits)

Flex Time

The Church operates on the honor system regarding work hours. Each employee knows his/her work schedule and is expected to be present and ready to work at that time. Nevertheless, because of the necessity of flexible hours required by this kind of work, employee's work hours are often adjusted to accommodate appointments and events outside the traditional workday. The Minister must know and approve in advance any adjustment in work hours.

Overtime

Level 2 employees will be paid for overtime hours exceeding 40—hours per week. Employees will be compensated as follows: in a given week, time and a half will be paid for any hours worked over 40 excluding holiday and vacation hours. No overtime hours will be paid without prior approval from their reporting committee or immediate supervisor.

Probationary Periods

Introductory (New Employee Probation) Period

New Employees will be placed on introductory/probationary status for three months. During the three-month introductory period, the employee may be discharged at any time if the employer/employee relationship is found to be unsatisfactory.

At the completion of the three-month introductory period, the employee will meet with his/her supervisor. If the employee performance is found to be satisfactory”, employment will continue and the employee may be eligible for benefits as outlined in the Benefits section of this manual. All employees continue to work at—will.

Performance Probation

Following a performance evaluation, an employee whose performance is unsatisfactory will be placed on probation for a specified period not to exceed ninety days. The employee will receive written notification of the probation, as well as specific improvements necessary to end probationary status. Failure of the employee to address the issues cited in the written notification will result in termination.

Disciplinary Probation

Depending upon the severity and/or frequency of any misconduct requiring disciplinary action, an employee may receive: a) verbal warning, b) written warning, or c) notice of immediate termination. At the time of any written warning, the employee may be placed on disciplinary probation for a specific period of time not to exceed ninety days. The employee will be informed of the reason for the probation and of the steps required to end the disciplinary probation status. Failure of the employee to address the issues and take the required steps within the required time will result in termination.

Performance Evaluation - Purpose and Policy

- To maximize employee efforts to meet individual objectives through active participation in the goal setting process for the ensuing year.
- To ensure that all employees receive a timely and objective annual review of their job performance.
- To identify and coach employees whose job—related performance, conduct or job related skills need improvement.
- To ensure that job performance is measured effectively for compensation purposes.

Annual Evaluation. Each reporting committee shall conduct the annual performance evaluation of the employees which will be completed by January 31st of each year.

The person conducting the review is required to sign and date the document. The employee may comment on his/her performance review and is required to sign and date the document. The signature does not necessarily signify the employee's agreement with the entirety or any section of the evaluation. If the employee refuses to sign the evaluation, it shall be so noted in the personnel file.

Salary Administration

Staff salary adjustments may be made on July 1st of each year.

Factors involved in an employee staff salary adjustment will include expected funding levels, employee's performance according to his/her position description and annual growth plan.

The appropriate reporting committee will make the recommendation for salary adjustments for that employee to the Personnel Committee and the Personnel Committee will submit it to the Finance Committee. The Finance Committee recommends the salary adjustments to the Standing Committee. The final approval comes from a congregational vote, which shall determine the level of staff salary adjustments guided by the salary range scale approved by the Standing Committee.

Benefits Level 1-2 Employees

Paid Time Off

Holidays

There are nine paid holidays: '

New Year's Day	Labor Day
Memorial Day	Thanksgiving
Day after Thanksgiving	Martin Luther King Day
Independence Day	Christmas
Veterans Day	

Level 2 employees become eligible for holiday pay when they complete one month of employment. To receive these holidays, the holiday must fall on your normal scheduled work day and will be calculated at the hours normally worked on that day of the week. In order to be eligible for a paid holiday, you must work your full scheduled day immediately preceding and immediately following the holiday, or you will forfeit holiday benefits.

When Christmas falls on a weekend day, the Minister will designate the Friday or Monday as the observed holiday.

Level 3 & 4 employees are ineligible for holiday time.

Annual Leave (Vacation)

The purpose of annual leave is for rest from the demands of the job and for personal renewal. Therefore, employees are encouraged to take vacation time in blocks of one week.

Vacation schedules are coordinated through and approved by the chair of the reporting committee. Schedules will be developed based on the church workload, seniority and individual need and will be made as far in advance as possible.

Upon completion of their first year of employment, Level 2 is eligible for two week's vacation and 3 weeks vacation time in subsequent years.

If a holiday falls on a normal work day for an employee and within an annual leave, then the time off will be taken as a holiday with the vacation day allowed at a later date.

There will be no carry over of vacation into the employee's next anniversary year.

Salary will not be paid in lieu of unused vacation time or in lieu of vacation time. In the same year, unused vacation time will be paid at termination of employment .

Level 3 & 4 employees are ineligible for vacation time.

Employees must record used vacation time with the bookkeeper, treasurer and their reporting committee. '

Sick Leave

The purpose of sick leave is to protect employees from lost wages because of primarily personal and also limited family illness.

Level 2 employees will receive five days each year. The hours will be calculated by what the employees normal work week is. Sick leave will not be carried over to the next calendar year.

Sick leave will not be available until an employee completes 20 work days.

Employees may use two of their sick leave days each year to care for ill members of their immediate family (parent, spouse, children, and significant other living in the home).

At the Standing Committee's discretion, an employee may be required to obtain a medical clearance from his/her physician after three days' absence. In some cases, medical certification may be required before an employee may return to work.

Sick leave will not be paid for illness occurring during scheduled vacation time or on a holiday, or on the last and first work days before and after paid holidays or vacation.

Part time employees are ineligible for paid sick leave.

Sick time is for being sick. The congregation asks you to use is appropriately.

Bereavement

All employees may annually receive up to three bereavement days for death of members of the immediate family, e.g., parents, children, siblings and grandparents. Their pay will be calculated at their normal work day.

The purpose of bereavement time is to allow the employee personal time for mourning and to fulfill the immediate duties associated with the death of a close family member or household member. Personal days may be taken to settle an estate and for secondary events surrounding death.

Bereavement days may be taken anytime after the date of hire. They will not be carried over from year to year. The amount of pay is determined by their employment status.

Military Leave and Jury Duty

Level 1 & 2 employees will be granted leave in accordance with respective federal and state laws governing such activity. There will be no compensation for Military Leave. During Jury Duty, the church will provide one-half the employee's normal work day and the employee will retain the fees paid by the court.

Level 3 & 4 employees are ineligible for Jury Duty compensation time.

Non-Paid Time Off**Excused Leaves of Absence**

Leaves are granted without pay. They may be requested for such reasons as the continuation of formal education, childcare or illness in the family. Other legitimate and reasonable reasons will be considered.

The following will be taken into consideration when determining whether to grant a leave:

- employee's length of service
- performance record
- intent to return to work
- previous leaves of absence/requests for leaves
- church workload

Reinstatement cannot be guaranteed although every effort will be made to do so. The employee will be given reasonable notice if the reporting committee determines that Church requirements necessitate termination of the leave. An employee who does not return to work on the agreed date will be terminated.

Health benefits will continue in effect during the leave; however, the employee will be expected to pay for the benefits beginning the Second month until such time as his/her leave terminates. No accrual of benefits will occur during a personal leave.

Should the exceed leave be less than 3 days, the employee will request the excused leave be granted by the minister and their chair of the reporting committee.

If leave of absence will be more than 3 days, then the following applies:

1. If an employee chooses to take a leave of absence, he or she must put his or her intentions in writing, including the reason, amount of time, anticipated date of return to work and other terms requested, shall be given to the chair of their reporting committee.
2. The chair of the reporting committee will call a meeting with the staff person, to discuss the terms in person.
3. After discussion of the matter, the chair of the reporting committee must meet with members of the Personnel Committee, the Minister, and others as appropriate to determine whether a leave of absence can be recommended to the Standing Committee and under what terms.
4. Before a leave of absence can be granted, the Personnel Committee and the chair of the reporting committee must put the full request in writing, and get written approval from the Standing Committee. Full approval includes: reason for the leave, length of leave, terms under which the staff member will return to work, and any other information pertinent to the leave.

The reporting committee is responsible for the interim replacement of the staff to make sure all duties are taken care of.

Excused and personal leaves will not be granted until the employee has completed the introductory period (three months).

Other Benefits

Professional Development

Training: Professional development is an integral component of professional employment. Professional activities are supported as long as they do not seriously interfere with the functioning of the church.

Employees must communicate requests for attendance at conferences, workshops and educational courses to the reporting committee, who will make a decision subject to funding and church workload.

Advancement: The church will provide its employees the opportunity for advancement within the organization. When a position is vacant within the church, notification of that vacancy will be posted. Internal candidates will have the opportunity to apply for the vacant position and will be given appropriate consideration provided they possess the abilities required to fill that position.

Health Insurance

The Church provides a health insurance plan for Level 1 & 2 employees on the first day of the month following a full month's employment. The Church pays 1/2 the full premium for the individual employee, with the employee having the option to pay for coverage for his/her allowed dependents.

If an employee in Level 1 & 2 provides proof that they are covered by another health insurance plan then they will receive \$1,000/year towards the other health insurance. Proof of their coverage must be reaffirmed each year on their anniversary. Should for any reason the employee stop their health insurance coverage, they are ineligible for this reimbursement.

Level 3 employees may be eligible for enrollment within the health insurance plan depending on the determinations and policies of the carrier. The employee must pay all premium costs if (s)he elects to participate in the health plan.

Health Insurance upon Termination

An employee, spouse or dependents may be permitted, at their expense, to continue participation in the group health insurance plan offered by the Church. Such continued participation and the length of time it is permitted for, is defined in the contract of insurance and/or New Hampshire State Insurance Commission regulations. The responsibility for payment of premiums following termination shall be with the employee, not the Church. The election to continue participation will be made in writing to the Bookkeeper and Treasurer before termination exists, without this eligibility will otherwise cease.

Payments must be made out to Peterborough Unitarian Church and received by the 15th of the month to continue coverage for the following month. Nonpayment by the 15th of the month will result in discontinuation of coverage.

Pension Plan

Level 1 & 2 is 10% of salary.

The employee must meet all three (3) requirements.

1. Employee must be 21 years of age.
2. Employee must have worked 1 full year for a UUA organization. If an employee has already worked for a UUA organization for at least 1 year and worked 1,000 hours or more, then the employee is eligible to immediately be on the Pension Plan.
3. Employee must have worked 1,000 or more in 1st year. The year starts from their date of hire for a year. Each year it is reviewed on their anniversary date to see if they have worked 1,000 hours. Once they have completed 1,000 hours in 1 year they continue to be eligible even if they don't make 1,000 hours in the pursuing years.

The employee may make voluntary employee contributions to the Pension Plan at their expense but cannot exceed 25% of their total wages, ministers is Salary and housing. (see the rules from the UU Organization Retirement Plan for specifics) The extra amount is subject to all Taxes.

Level 3&4 are not eligible.

Unemployment Compensation

The church does not participate in the State of NH Unemployment Compensation Program.

Workers' Compensation

The church provides workers' compensation insurance for its employees. All accidents and injuries occurring on church property or while on church business should be reported immediately to the Minister which will then report it to the Standing Committee. All accidents will then be reported to our workers' compensation insurance company.

Other Policies

Employee Conduct

Employees are expected to meet all the requirements of the church's confidentiality policy and otherwise to exercise the utmost discretion at all times with regard to matters of official business, records and discussions with any member or other individual outside the church. Employees will avoid actions and statements that would reflect adversely on the Church or its staff, volunteers and Standing Committee.

Any employee under reasonable suspicion of criminal misconduct will be required to take a leave of absence while the investigation occurs.

Public Statements Appearance

Level 2-4 employee will not, at any time, act as official spokesperson of the church without prior approval of the Standing Committee. All inquiries will be referred to the Minister. Employees may be requested by the Minister to represent the church at meetings or in the media.

Harassment Policy

Peterborough Unitarian Church expressly prohibits any form of employee harassment based on race, religion, ethnicity, gender, marital status, sexual orientation, age, disability or national origin. Improper interference with the ability of any employee to perform his/her expected job duties will not be tolerated. With respect to sexual harassment, Peterborough Unitarian Church prohibits:

- I. Unwelcome sexual advances: requests for sexual favors; and all other verbal or physical conduct of a sexual or otherwise offensive nature, especially where:
 - a) Submission to such conduct is either an explicit or implicit term or condition of employment;
 - b) Submission to or rejection of such conduct is used as the basis for decisions affecting an individual's employment; or
 - c) Such conduct has the purpose or effect of creating an intimidating, hostile, or offensive working environment.
2. Offensive comments, jokes, innuendoes, and other sexually oriented statements.

Appeals (Grievance) Procedure

A grievance is defined as "any condition of employment that an employee believes is unjust or inequitable." An employee has the right to utilize the appeals procedure if (s)he believes a condition of employment exists that is unjust or inequitable.

Any staff member who has a grievance is required to attempt to resolve work-related problems directly with the person(s) involved. After such an attempt, if the employee believes the issue has not been resolved, (s)he may file a grievance with Minister or, if the grievance is with the Minister, then with the Ministerial Relations Committee. This Ministerial Relations Committee is a group of non—partial church member who work proactively to help the Minister meet the needs of the congregation,

If the grievance is not resolved within 7 days, the grievance will be referred to a fact—finding panel consisting of: the Standing Committee President, Personnel Committee chair and a representative selected by the employee. The panel will meet within 14 days after referral from the Minister or Ministerial Relations Committee. The finding of the panel will be binding.

The Personnel Committee has established a set of guidelines to help you resolve staff problems. The procedure is as follows:

One: Talk face—to—face with the person whom you are having a conflict. Be specific about how their behavior is impacting you. Be open to their side of the story. Create a win/win solution.

Two: Involve the Minister, who is the coordinator and, as such, should be kept informed of problems you are having that impact your work. Or contact the Ministerial Relations Committee, which is a group of

non-partial church member who works proactively to help the Minister meet the needs of the congregation.

Three: Talk to your liaison with the Personnel Committee to clarify the situation and brainstorm alternatives.

Four: After attempting to remedy the problem within the staff, if you find that the problem still exists and inhibits you from performing your work, you may send a formal letter of grievance to the Personnel Committee. Please be sure that you note that you are filing a grievance, so that the committee will provide quick mediation with binding action.

Please remember that at any time, members of the Personnel Committee welcome your input about your work. If you need help, advice, or just an objective opinion to help you solve conflicts as they arise, members of the Committee individually or collectively are available to you.

Resignation (Voluntary Termination)

Level 1-3 staff is expected to provide at least a one month notice of resignation. It is appropriate to submit a written notice of resignation, including termination date.

Termination of Employment

Causes of termination may include but not limited to:

- Violation of the confidentiality policy
- Working under the influence of alcohol and/or drugs
- False, dishonest or misleading representation on an application or resume
- Theft or misuse of funds, property or materials of the church
- Acts of harassment
- Conviction of criminal misconduct
- Any other work—related misconduct wherein continuance of the employer/employee relationship is deemed unsatisfactory

Amendments

The policies and procedures outlined in this document are subject to change, at the sole discretion of the Standing Committee. Notification of amendments will be forwarded to all staff and available to the congregation.

About the Personnel Committee

Calendar Year for Personnel Committee

JUNE. Contracts signed for new Church year. All contracts returned to Personnel Committee by end of month. Job descriptions sent to all employees.

JUNE 30th. Completed Annual report on activities of prior year.

DECEMBER. Distribute evaluation forms to reporting committees. Put note in January Cresset about Congregational Survey. Include Survey in January issue of Cresset. (See sample letter in the Appendix.)

JANUARY. Reporting committees will do evaluations.

FEBRUARY 15th. Complete evaluation process with copies of all evaluation forms given to Personnel Committee for files.

MARCH. Determine employee pay raises. Complete budget request and send to Finance Committee.

APRIL. Job Description.

MAY. Budget Meeting

Personnel Committee drafts new contracts for all employees for coming Church year. Distribute to chairs of reporting committees. Request changes be made by mid June and returned to Personnel Committee.

Personnel Committee Liaisons

Each staff member has an appointed liaison on the Personnel Committee. This relationship is established to offer a contact person for the staff member and for the committee to whom the staff member reports.

Minister	Ministers Relations Committee, Chair
DRE	DRE Committee, Chair
Administrator	Minister
Custodian	Property, Chair
Organist	Music Committee, Chair
Music Director	Music Committee, Chair

Staff-related Committees

Standing Committee:

The Standing Committee has management and control of all Church business and affairs. In personnel matters, the Standing Committee has the authority to hire, terminate, approve expenses, and, along with the Personnel Committee and Finance Committee, set salaries for all church staff. The Minister reports to the Standing Committee. The Administrator reports to the Minister.

Personnel Committee:

The Personnel Committee supports all staff members. The committee oversees and participates in all staff-related business of the Church. The Personnel Committee maintains job descriptions and contracts for the committees to which each staff member reports. The Committee also sets procedure and oversees staff evaluations, hiring and termination, staff reviews and grievances. With input from the reporting committees, the Personnel Committee recommends salaries to the Standing Committee. The Personnel Committee maintains a personnel file at the Church office. Staff members have full access to their own personnel file.

Committee on Ministry:

The Ministerial Relations Committee works with the Minister to strengthen the quality of ministry in the congregation. This committee serves as a support group for the minister and as a communication channel between the minister and the congregation. The Minister reports to the Ministerial Relations Committee.

Music Committee:

The Music Committee concerns itself with all matters pertaining to the music services including music of the church. The Music Director and Organist report to the Music Committee.

Religious Education Committee:

The Religious Education Committee, in coordination with the Minister and with the approval of the Standing Committee, has charge of all matters pertaining to the Church School and Church activities in the interest of the children and youth of the Church. The Director of Religious Education reports to the RE Committee.

Property Committee:

The Property Committee sees to the proper care, operation, and maintenance of the Church buildings, grounds and equipment. The Custodian reports to the Property Committee.

Hiring Policy of Level 1 (see By-Laws)**Hiring Policy of Level 2-4**

At the Unitarian Church of Peterborough, NH, employment is a shared responsibility between the Personnel Committee and the Committee to whom the employee reports. The chairperson of the appropriate committee will work with appropriate members of the personnel committee throughout the entire employment process.

In the event that a job opening exists, the following steps will be taken to ensure that an effective hiring process takes place:

1. The committee responsible for the open position (called the hiring or reporting committee) will create a qualification checklist, based on the job description for that position. "
2. The hiring committee will write an advertisement and will recommend where it will be placed. The Personnel Committee can alter or change an ad to ensure that it confirms to our Church's hiring policy. Ads must be placed within the church as well as in appropriate external places, such as the district newsletter or local paper.
3. The Personnel Committee will work with the church administrator in getting the ad placed and paid for.
4. Applications should go directly to the hiring committee to be screened. The hiring committee will set up and conduct interviews, and choose to any number of finalists that the committee thinks is appropriate.
5. It should be understood that only the Standing Committee will approve applicant interview and relocation expenses in advance. The hiring committee must request such expenses and receive approval from the Standing Committee prior to making any commitment.
6. The Standing Committee will set the salary range. The final wage offer is a joint decision between the Hiring Committee and the Personnel committee, and must not exceed the limits set by the Standing Committee. All discussion of wages is limited to the hiring or Personnel Committees.

7. References — the hiring committee must call at least three references. Reference checking should be applied consistently for all applicants. Reference questions must be business related. If questions are not business related, or information that is acquired is not business related, the information will not be used.

The hiring committee will verify the following information through reference checks:

- Employment history
- Performance
- Education/training
- Character

All information on applicants will be available to the personnel committee and will be kept confidential.

8. When the committee responsible for the opening has narrowed the finalists, representatives from that committee will meet jointly with representatives of the personnel committee and the applicant.
9. The final decision as to whom to hire is up to the hiring committee, but must be seconded by the personnel committee, and then brought to the Standing Committee for approval — along with the salary recommendation.
10. Orientation process - the hiring committee responsible for the opening must, in the first week of employment, introduce the new employee to other staff and key officers of the church. In addition, the hiring committee must give the new employee a copy of his or her job description, get a contract signed and returned to the personnel committee, and pass along any other pertinent information related to this job.
11. It is the policy of The Unitarian Church of Peterborough, NH to ensure that all employees and candidates for employment are considered for all positions on the basis of their qualifications and abilities, without regard to race, religion, age, ethnicity, gender, marital status, sexual orientation, national origin, or disability. We shall recruit, hire, and promote all employees and ensure that all compensation and other benefits, as they may be offered, are administered without regard to these differences. We will provide a work environment free from discrimination and harassment of any kind.

Moreover, we are committed to valuing diversity because it is our belief that an environment that embraces difference is critical to each employee's ability to succeed and to the success of our Church.

We shall take affirmative action to ensure that all individuals introduced into the work force are considered for promotional opportunities as they arise. The personnel committee will ensure that the intent and practice of this policy is carried out; however, we expect every member of the committees to whom employees report to take an active part in putting these principles into practice.

Job Descriptions (see appendix)

Role Definition

Coordinator:

The Coordinator role involves routine coordination of the church and its staff. With multiple staff members each carrying out their own jobs, it's important that one person act as Coordinator. The reason

that person should be the minister is that maintaining an involvement in and overview of all aspects of church operation assists the minister in fulfilling his/her own duties to the Church.

On a day to day basis, the minister acts as Coordinator of all staff members, available to provide direction and answer routine questions from staff members, where the answer to these questions enables the staff member to continue with the task at hand. The minister can approach staff members with concerns; however, both parties should use discretion because some issues will be better handled by the staff's reporting committee.

As Coordinator, the minister along with the Standing Committee works with the committee to whom the staff person reports (reporting committee). The minister is an ex-officio member of all committees. Therefore, the minister knows about and is involved with the process of hiring, evaluating, and resignations or terminations of all staff members (as outlined in respective areas of Personnel Policy Manual). The minister does not set salaries and does not have final authority to hire or terminate any staff member. However, as Coordinator, and only staff person directly affected by the performance of all staff members, the minister has a strong voice before both the reporting committee and the Standing Committee. A strong voice means that the minister's feedback on staff issues is seriously discussed and considered.

To: Committee on Ministry (Minister)
 RE Committee (DRE)
 Minister (Administrator)
 Property (Custodian)
 Music Committee (Organist)
 Music Committee (Music Director)

From: Personnel Committee

Re: Evaluation Time

Date:

It's staff evaluation time again! We plan to have the evaluation process completed with all paperwork returned to us by January 30th. Thank you for getting the process underway as soon as possible.

The form you need to conduct a performance evaluation is enclosed. This is the standard form to be used for all staff evaluations.

The Personnel Committee recommends the following method for staff evaluations:

- The staff person fills out a form for him or herself.
- The committee fills out another form **after speaking with all other church staff members who work with that person, including the Minister.**
- Meet as a group or designate a single person to meet with your staff member to discuss his or her own evaluation form as well as the form the committee has completed. Use that time to define any goals needed for the future or to invite feedback about anything related to his or her position.
- Summarize evaluation on sheet provided and return to Chair of the Personnel Committee, either by mail or in person by January 30th. **Be sure to include a recommended salary for next year.** The Personnel Committee will pass along to the Finance Committee all reasonable recommended changes.

Staff evaluations take place once a year and staff performance directly affects salaries. In March the Personnel Committee will send a list of recommended salary changes to the budget committee, which is why we need to have the evaluations completed by February 15th.

If you have any questions now or in the future, each staff member has a liaison on the Personnel Committee. They are as follows:

Minister	Ministers Relations Committee, Chair
DRE	DRE Committee, Chair
Administrator	Minister
Custodian	Property, Chair
Organist	Music Committee, Chair
Music Director	Music Committee, Chair

Peterborough Unitarian Church

Policy – Staff Compensation

It is a goal of the church to compensate its employees fairly and justly.

It is generally agreed that the Peterborough Unitarian Church will observe the following guideline for compensation of its staff:

WHERE APPLICABLE THE LATEST COMPENSATION GUIDELINE MANUAL OF THE
UNITARIAN UNIVERSALIST ASSOCIATION WILL BE USED AS A GUIDE WITH THE
OBJECTIVE OF MEETING STATED SALARY RATES SET FORTH THEREIN.

It should be noted that local positions are often difficult to directly compare to a standard UU position. Job duties and time requirements can vary considerably from set standards, so judgement is needed in arriving at fair compensation.

MAY 2001

Submitted by Ed Hamblin
Chairperson, Personnel Committee

Peterborough Unitarian Universalist Annual Staff Review**ORGANIST / PIANIST / ACCOMPANIST**

This annual review is intended to provide the Personnel Committee with constructive feedback about staff performance. Please indicate in the appropriate box your assessment of your staff's performance. Feel free to include comments regarding both positive aspects as well as areas of improvement.

Employee's Name _____ Date _____

Reviewer Name _____

Instructions: Read the descriptions of performance areas below. Based upon your observations, select the rating that best describes the employee's performance during the past year. Should comments be necessary, please include those in the designated area.

Major Responsibilities	Strength	Satisfactory	Area for Growth	Unsatisfactory	Not Observed
Select organ and piano music for Sunday Services during the church season as needed					
Coordinate music selection with the Minister/Music Director and Church office					
Accompany the choir as needed during weekly rehearsals					
Rehearse and accompany other musical performers for services as needed					
Provide organ/piano music as needed for special services on Christmas Eve					
Provide organ/piano music for weddings and funerals on an honorarium basis					
Report to and receive direction from the Music Director					
In case of illness or family emergency, advise the music director and help find a replacement if possible					
Observe protocol as described in the church policies and procedures manual					
The organist/ pianist/ accompanist shall play for the church year from the second					

JOB DESCRIPTION**Position: Custodian**

Purpose: To keep the church property and grounds clean and orderly, To be an overseeing eye in, and around, the church and the church property, including the Caril House offices, the Johnson room, and the apartment, with attention to custodial needs on a daily basis.

Responsibilities:

- Church cleaned and prepared for Sunday service and summer Lyceum, weekly.
- All bathrooms cleaned minimum 2 times weekly, (including toilets, sinks, walls and floors).
- Trash removal and recycling on a regular basis (including church kitchens, RE wing, offices and bathrooms) in own licensed and registered vehicle.
- Floors cleaned and/or vacuumed on a regular basis.
- Removing snow from steps, walkways, and from around the fire hydrant on Summer Street (including the Church and the Carll House).
- Mowing and trimming lawn around the Church and Carll house.
- Opening the church, setting up equipment as needed and closing the church for special functions, such as weddings, funerals and church events.
- Making minor repairs as needed.
- Church building and Carll house checked each night for security, heat and lights by 10 pm.
- Reporting problems to the property committee and Administrator.
- Complete special cleaning or maintenance problems, as requested.

The custodian must consider and work around the Church Schedule. Church personnel requiring custodial work will submit work to the Administrator who will get approval from the Property Committee and then present the request to the custodian. Because the custodian works with many people and groups within the Church, cooperation and flexibility are needed by all to get work done. Hours can be worked at the custodian's convenience as long as the needs of the Church are met. If scheduled work and requests require too much time, the custodian will report this to the Property Committee for action.

Required Skills:

Basic cleaning experience on a professional level

Attention to detail

Basic maintenance knowledge

Physical ability to do heavy work (snow removal, moving of tables, mopping floors, etc.)

Must be flexible and cooperative

Communication skills

Performance Appraisal:

Performance appraisal will be conducted at least once per year as part of annual evaluation process for all church service providers. Evaluation will be done by Property Committee, and results given to the Personnel Committee. The Custodian operates under the authority of the Property Committee Chair.

JOB DESCRIPTION

Church Office Administrator

The Church Office Administrator is responsible for the effective overall functioning of the church office. The responsibilities include, but are not limited to, the following administrative duties:

- Administrative support for the Minister, Director of Religious Education, President and Standing Committee, Canvass, as well as all church committees.
- Answer office phones providing necessary information and assistance to members, friends and the general public.
- Maintains church files including policy manual and committee minutes.
- Updates and distributes Church Committee Chair Manual.
- Coordinates publication of the church newsletter, and oversees the monthly mailing. Writes Office Administrators column bi-monthly.
- Prepares weekly Order of Service for Sunday and special services.
- Maintains databases of members and friends, Religious Education Class registrations, and Cresset mailing list.
- Update and certify member information on file with the District and the UUA offices as well as World mailing list.
- Receives and distributes mail for appropriate response.
- Coordinates volunteers to work on clerical tasks and church functions.
- Coordinates rentals for church and meeting rooms at the Carll House including contracts, scheduling and collection of pertinent fees. Handles any special request for rentals.
- Coordinates and maintains the schedule of events and all-church calendar. Attend Church Council Meetings.
- Prepares Annual Report with input From the Minister, Officers and Committee Chairs.
- Handles ordering of supplies and materials for Church and Office.
- Writes and places press releases in appropriate venues.
- Acts as liaison to Sexton for custodial concerns.
- Provide compassionate concern to congregants as needed.
- Produce and mail reminder postcards for Women's Alliance. Men's and Women's Lunch Bunches, Monadnock Lyceum and Membership Committee.
- Coordinates updating information for the church website.
- Works with Administrator Relations Committee to promote healthy and productive communication between the congregation and the Administrator in addition to assisting with any problems or situations that may occur.

The Office Administrator is usually the initial contact between the public and the church whether by telephone or in person. This individual needs to consistently demonstrate the **[copy missing?]**

The Church Administrator is responsible for the overall functioning of the Church Office. The responsibilities include, but are not limited to, the following administrative duties:

- Administrative support to the Minister, Director of Religious Education, President, the Standing Committee, the Monadnock Summer Lyceum, and various other committees
- Inputs text for the Church newsletter, the Cresset, and oversees the monthly mailing of same.
- Prepares the weekly Order of Service for Sunday services
- Maintains the Church database of members and friends
- Ensures that current member information is on file with the District and the UUA
- Maintains the Lyceum database of contributors and general mailing list
- Receives and distributes mail for appropriate response
- Coordinates volunteers to work on clerical tasks
- Coordinates all church and hall rentals including interface with tenants, scheduling and collection of pertinent fees
- Coordinates rental of the horse sheds and collection of rent
- Coordinates the use of 2 meeting rooms located at Carll House
- Coordinates the schedule of events and an all-church calendar
- Prepares Annual Report with input from Minister, Officers, and Committee Chairs
- Coordinates monthly Standing Committee meetings
- Handles ordering of supplies and materials for Church and Sunday School

The Administrator is also the Church Bookkeeper and works closely with the Treasurer fulfilling the following tasks:

- Payment and reporting for all Accounts Payable
- Receipt and reporting for all Accounts Receivable
- Maintenance of the General Fund on computer
- Maintenance, payments, receipts, and reporting to the Emergency Fund
- Produces monthly financial reports for accounts
- Issues payroll checks to staff
- Produces monthly payroll reports
- Supports the annual Canvass Drive and other fundraising strategies employed by the Church

The Administrator is frequently the initial contact between the public and the Church whether by telephone or directly in person. This individual needs to consistently demonstrate the ability to respond appropriately to myriad circumstances and requests. The Administrator must possess the confidence, competence, and sensitivity to know how and when to say yes, how and when to say no, and to whom to delegate when that is the most viable choice. Frequently there are instances that call for mature judgement and confidentiality regarding issues of a personal nature.

Skills required to perform in this role are:

- Individual must be: discreet, confidential, flexible, somewhat outgoing, and possess a sense of humor
- Individual must be comfortable with coordinating and executing multiple tasks simultaneously
- Familiarity with Windows '98 and database management
- Ability to type a minimum of 65 words per minute

- Ability to independently organize data, coordinate people, and direct a project from inception through completion
- Understanding of bookkeeping practices
- Strong knowledge of Quickbooks 2001

Performance Appraisal will be conducted at least once per year as part of the annual evaluation process for all church staff members. The evaluation will be written and compiled by the Minister with input from officers, committee chairs, staff members, and members of the congregation prior to the annual budget meeting. Results will be shared with the Administrator and the Personnel Committee.

The Administrator reports to the Minister but works in coordination and cooperation with all staff, officers, and committees.

JOB DESCRIPTION**Bookkeeper**

The Bookkeeper reports to the Treasurer or his/her designee in the Treasurers' absence. (Fin P&P)

The General Checking Account will need to have the following taken care of:

- I. Accounts Receivables
 - a.. Electronic deposits of cash & checks.
 - b. Applying the income to the appropriate account.
 - c. Take deposit to the bank.
 - d. *Church Administrator* will be responsible for the initial advertising, scheduling, renting, and contracts of the church rentals and Horse Sheds.
 - e. Invoice pledges and horse shed rents, at the end of each quarter.
 - f. Collecting monies owed of the Horse Sheds following the Horse Shed Lease Policy.
2. Accounts Payables
 - a. Electronic writing of checks.
 - b. Applying it to the appropriate account.
 - c. Leaving the check, invoice and envelope together for the Treasurer to come in and proof & Sign.
 - d. *Treasurer*-will be responsible for calling President and letting him/her know 2nd signature needed on check.
 - e. Producing payroll checks every other week, to be completed no later than Wed evening for proofing by the Treasurer on Thurs for distribution on Friday.
 - f. If the *Church Administrator* works on Friday then he/she will be responsible for mailing out regular and payroll checks. The Treasurer will be responsible for mailing out regular and payroll checks if the Church Administrator does not work on Friday.
 - g. Call Social Security to confirm the W-4 or I-9's social security # of new employees or sub-contractors.
 - h. *Church Administrator* will be responsible for filing paid invoices.

The Alliance & Lyceum will need to have the Accounts Receivable & Payables input. They each maintain their own accounts, but the church is responsible for each.

Other

- I. The Bookkeeper is scheduled to work 2 hours/week during the summer and 4 hours/week during September to June.
2. Bookkeeper will have a key to the Carll House and the 2 draw file cabinet.
3. The *Treasurer* is responsible for setting up all accounts for the Bookkeeper. The Bookkeeper will not have access to add, delete, or change any accounts or preferences.
4. The *Church Administrator* will be responsible to get I-9's and W-4's filled out.
5. The *Treasurer* will be responsible to follow-up if any invoice or check is in question.

*All cash will remain in the Church Office locked up. It will be picked up at the Church Office the day of the deposit.

JOB DESCRIPTION**Director of Religious Education (DRE)**

Title: Director of Religious Education (DRE)

Hours: 20 hours per week including Sundays

Goal: Provide professional leadership for the children and youth, RE program and nursery care.

Reports to: The DRE is responsible to the Standing Committee through the RE Committee.

Confers with: DRE Relations Committee

Tasks:

- With the RE Committee, recruit and support volunteers.
- Develop courses and continuity throughout the program to retain youth into the high school years.
- Provide curriculum planning and preparation. '
- With the RE Committee, provide leadership for goal setting and development of philosophy or religious growth and learning.
- Attend some district and area religious education conferences and workshops.
- Attend meetings of the Religious Education Committee, the DRE Relations Committee, and church staff.
- Attend Standing Committee meetings.
- With office staff, keep RE budget expenses, files and attendance and registration records current.
- With the RE Committee. advocate for and publish the RE program through the newsletter, prospectus, and other means of communication. '
- With the RE Committee, maintain resources, supplies and equipment.
- Do story for all ages during the church service once a month.
- Coordinates with the minister re: children's involvement in church services and intergenerational events.
- Welcome new families and integrate them into the program.
- Maintain on-going communication with families.

Knowledge, skills and abilities needed:

Initiative; ability to encourage others; knowledge of child development theory; religious education philosophy and Unitarian Universalist Curricula; sensitivity to a wide variety of religious views. Ability .to interact well with people of all ages. Organizational, administrative, communicative, and volunteer management skills. Computer skills.

JOB DESCRIPTION**Music Director**

The Music Director is responsible for all aspects Of music for worship—Sundays, Christmas Eve, Easter, ordinations, and installations.

This position is ten hours per week during the church year (September to June).

The Music Director is responsible to the Standing Committee. An annual review of the Music Director will be overseen by the Personnel Committee.

Responsibilities**CHOIR**

- (1) Conduct weekly choir rehearsals.
- (2) Conduct Choir performances during worship two Sundays each month. on Easter and Christmas Eve. and for ordinations and installations.
- (3) Select appropriate Choir music.
- (4) Recruit choir members.
- (5) Provide a replacement in the event she/he is unable to conduct a choir rehearsal or worship choral performance.

MUSIC FOR WORSHIP

- (1) In cooperation with the appropriate committee(s). hire organist/accompanist who will play the organ for at least two worship services each month.
- (2) Hire accompanist(s) as needed for Choir rehearsals and Sunday worship and coordinate their performances with other worship music.
- (3) Recruit musicians from within the PUUC community.
- (4) Hire other musicians (including instrumentalists and vocal soloists) when needed.
- (5) Support the minister in choosing hymns.
- (6) Help conduct congregational singing as needed.
- (7) Teach songs for performance in worship to children in the Religious Education program as needed.

MEETINGS

Participate in staff meetings, Music Committee meetings and Worship Committee meetings and advise on music matters as appropriate.

COMMUNICATION

As needed. coordinate, collaborate and communicate with the minister. organist. accompanist. church office. Music Committee and Worship Committee regarding music for worship.

OTHER

- (1) Observe Personnel Handbook protocols.
- (2) Maintain a choral library.
- (3) in cooperation with the Property Committee, is responsible for the proper maintenance of musical instruments used in worship and rehearsal. Currently this is one pipe organ and two grand pianos.
- (4) In cooperation with the appropriate committees, is responsible for portions of the church budget applicable to music for worship and Music Director professional development.
- (5) On occasion share personal talents for the purpose of enhancing the PUUC worship experience.
- (6) Build and maintain relationships with music colleagues within the denomination through involvement in the UU Musicians Network. American Choral Directors Association and/or other professional and denominational organizations. (PUUC provides some financial support.)
- (7) Coordinate music for memorial services on an honorarium basis.

Qualifications

- knowledge of music fundamentals and voice and singing technique
- proven rehearsal skills
- conducting expertise
- ability to form singers with various abilities into a successful ensemble
- understanding of the forms and structures of both a cappella and accompanied choral music. and how to analyze and organize it for efficient and effective rehearsal
- knowledge of repertoire for all combinations of voices
- ability to choose music that both meets worship needs and is appropriate to the choir's abilities
- ability to locate, evaluate and select guest musicians
- initiative
- ability to encourage and motivate others
- ability to manage volunteers
- good relational, organizational, administrative and communication skills

Revised April 2011