

New Staffing Plans for the 2019-20 Church Year

As many congregants know, we will be undergoing a significant staff transition this spring, as we bid farewell to several members of our talented team. In order to plan effectively for this transition and develop a longer-term strategy for staffing that fulfills our mission, a staffing task force has been working to gain congregational input and come up with a plan that balances our current needs, our hopes for the future, and the resources available to us. The questions, answers, and comments below arise from the March 10th info session that was held after worship (questions and comments in **bold**). Do you have additional questions or comments? email staffing@philauu.org with your ideas, or reach out to Rev. Abbey Tennis, Norman Fouhy, Kristen Phillips, Debby Schultz, or Caroline Winschel.

In recent decades, the Church has utilized a Part-Time Staffing Model for paid Program Positions (other than the minister). This model has met our needs in many ways, but has also resulted over the years in a significant staff turnover. The current resignations of the Communications & Membership Director and the Religious Education (RE) Director, and the ending of the term of our Interim Music Director gives us the unique opportunity to step back and identify an approach to meet the needs of coming years, and hopefully create more stability, in our paid Staff.

The model we are recommending includes the addition of a Minister for Faith Formation who would take on Religious Education and Membership duties (among other duties - see below) at an “Assistant Minister” level. This would be a new staffing model for us. We would also be creating an administrative assistant role to take on a significant amount of clerical and day-to-day communications responsibilities, as well as hiring a new Music Director. This proposed model addresses the staffing needs we anticipate over the next few years without hampering us in the future; as we engage in more strategic planning, we will develop longer-term staffing plans.

Minister for Faith Formation Role

- **What is the role of the Minister for Faith Formation?** This would be a full-time assistant-level minister position whose focus would be on building and strengthening internal congregational programs, including Religious Education for Children and Youth, Membership and Welcoming Ministries, and Adult Spiritual Development. This person will also preach occasionally and collaborate with Rev. Abbey on worship leadership and pastoral care (more detail tbd). The goal for adding this position is to better support the Congregation in carrying out its Mission and Vision.
- **How prevalent is the role of an Assistant Minister or Minister for Faith Formation in UU Churches?** Most larger UU congregations have multi-ministry staff teams, and mid-size congregations like us handle similar staffing decisions in a variety of ways. Nearby congregations who have had roles like this in recent years are the Unitarian Society of Germantown and Wellsprings UU.
- **Is the Minister for Faith Formation a holding ground for someone who wants to be a senior minister?** We don't yet know what our candidate pool will look like. Sometimes ministers are excited about roles like this because they feel deeply called to building meaningful congregational programming. Sometimes they are early-career ministers looking for more experience in the inner workings of congregational life. Sometimes they are ministers who are looking for a congregation in a particular area, or a congregation where there is a ministerial team, or a congregation where their

ministry doesn't require them to be "on-call" at all times the way many solo ministries do. We will be looking for a 3-year commitment from candidates, and will hire whoever is the best fit for what we need at this stage of our life.

- **How was the salary for the Minister for Faith Formation defined?** The Unitarian Universalist Association (UUA) provides salary and benefit guidelines for church staffing positions.
- **Who will select the Minister for Faith Formation?** We will form a hiring committee consisting of Rev. Abbey and congregants to interview candidates. This is not a Congregationally-Called Ministerial position, meaning there is not a traditional Search Committee nor a Congregational Vote on whether to hire or call them. Rev. Abbey will be the supervisor.
- **Have Measurable Goals been established for assessing the effectiveness of the Minister for Faith Formation position?** To-date measurable goals have not been established. The Staffing Task Force is cautious about focusing purely on more easily measurable goals such as number of new members recognizing that some of the more long-lasting goals may be subjective and more difficult to measure. This being said, goal-setting for many aspects of the church beyond this position is important.
- **Have we looked at the Lessons Learned from the prior Co-Ministry as we consider this new team ministry model?** To-date the Staffing Task Force has not reflected at length on the CoMinistry, as this model will be very different, but we are open to hearing thoughts as our process continues. We know establishing well-defined roles for both ministerial positions will be important.
- **Will the Minister for Faith Formation have a role in Church Communications supporting the Administrative Assistant?** All staff (and many lay leaders) collaborate extensively throughout congregational life, especially with communications. That said, the Administrative Assistant will be supervised by Business Administrator, Norman Fouhy.
- **Other Comments:** This position could enable a more robust "onboarding" process for new members, improved leadership and spiritual development for adults and continued enhancements for children's RE offerings; There could be tremendous value in hiring an experienced professional with RE and Church Program experience; This position increases the possibility of utilizing Congregant skills in many aspects of church. What is needed is the creation of a structure for getting involved as well as a cultural change on the part of Congregants and Staff.

Administrative Assistant Role

In the current church year, the staff have already been experimenting with different models for performing some of our clerical and communications work. This would be a formal shift from our current structure.

- **What is the Administrative Assistant's role?**
 - Web and Social Media Content and Publications: Manages church website and social media presences, directing the regular creation of compelling new content. Produces and distributes brochures, orders of service, announcements, weekly and monthly newsletters, mailings.
 - Correspondence: Responds to inquiries that come into the church office from members, visitors, community, renters and others.
 - Data management: Manages the databases for church membership, attendance, and programs (visitors, directory, mailings, program registration, etc.).

- Administrative: Works with Business Administrator to maintain church calendar, manage financial statements, pay invoices, misc. filing, supply re-ordering, etc.
- Volunteer Management: Directs and supervises office support projects performed by volunteers.
- **Will the Administrative Assistant be mentored to fill in for the Business Administrator during vacations and other absences?** No, this is a part-time position without adequate time built into the role for mentoring.
- **What is the plan for replacing the current Business Administrator should he be unavailable for a significant amount of time or move on to another position?** Although it is important to have a Business Continuity Plan in place, it is out of the scope of this current staffing effort.
- **Other Comments:** It was suggested that the Church partner with other Philadelphia-based UU churches to share staff for the more clerical and perhaps communication part-time needs.

Music Director Role

Although the planned search process for a permanent Music Director is out of the scope of the Staffing Task Force, there was considerable discussion and concerns which are noted here.

- **Comments:** Some congregants believed reducing the Music Director position from 25 to 20 hours would not benefit the church; The music director position is significant and includes directing 2 choirs, organist and accompanist, and being a leader who can honor the many musical traditions important to the faith; The scope of this position may require two different roles be considered.

Financials Associated with the New Staffing Plan

- The full salary and benefits compensation package for the Minister for Faith Formation is estimated to be \$73,500.
- In comparing the compensation costs of this new Staffing Plan as described above with our current staffing compensation costs, an additional \$47,000 is needed.
 - The Staffing Task Force in conjunction with the Board and the Finance Working Group is currently reviewing sourcing options for funding this additional cost.