

The Episcopal Diocese of Massachusetts

Compensation and Benefits Committee

Guidelines for 2013

Episcopal
Diocese of
Massachusetts



Answering God's urgent call. Together.

November 2012

**The Episcopal Diocese of Massachusetts
Compensation and Benefits Committee**

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The Episcopal Diocese of Massachusetts Compensation and Benefits Committee

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1.0 Introduction

Purpose of Committee

The Clergy Compensation Committee was established by a resolution of the Diocesan Convention of 1980 as a sub-committee of The Commission on Ministry. The present title Compensation and Benefits Committee reflects the broader role of the Committee as it has evolved since 1980. Oversight of the Committee was transferred to the Diocesan Council by a resolution of the Diocesan Convention of 2011.

The role of the Committee is to assist the Bishop in matters pertaining to the compensation and benefits for clergy and lay employees of the Church, which includes establishing guidelines to promote uniform, fair, and equitable compensation and benefits for such church employees within the diocese and performing other projects relating to compensation, benefits and personnel matters.

The committee also is a resource to lay and ordained congregational leadership as advisors and facilitators in establishing and maintaining compensation and benefits in relation to diocesan guidelines, congregational mission, and individual performance objectives. In fulfilling this role, the committee collects and reviews information about compensation and benefits in other Episcopal dioceses and denominations as well as the business, government, and academic communities.

Goals for the Committee

The focus of the committee related to compensation and benefits for clergy and lay employees is to:

- Attract, retain and support clergy to achieve the mission of the diocese and congregations.
- Create an environment that promotes the well-being of clergy through a clear understanding of their relationship with their congregations and the goals that express their mutual ministry.
- Allow a reasonable standard of living according to local and/or regional measures.
- Recommend that the initial salary in a new clergy placement conforms to the diocesan standard and takes into account differences in range of experience relative to the scope of the position and role.
- Promote salary advancement and benefits that reflect personal growth and experience in the role
- Advocate for standards for fair and equitable benefits and compensation for lay employees

Since 2001, the Diocese has maintained guidelines for the minimum Total Clergy Compensation (TCC) to be paid to a priest in a parish as recommended annually by the Committee and approved by the Diocesan Convention. The minimum TCC is based on various measures of parish size and on an individual priest's years of service in that parish. A parish may (and is encouraged to) provide additional

compensation for special skills, abilities and competencies that may be relevant to a parish’s specific needs.

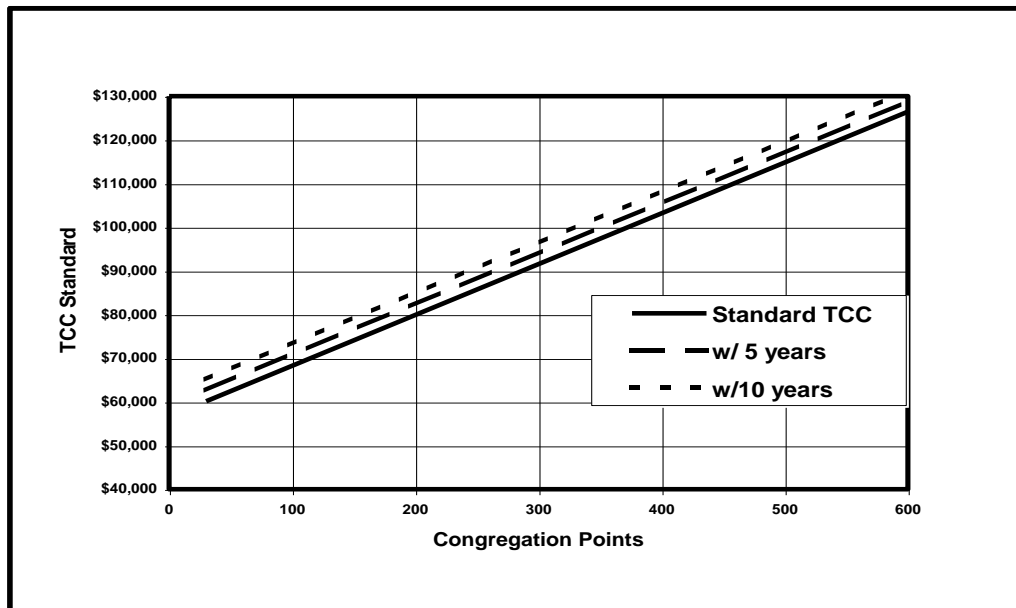
In addition, the Committee has promulgated guidelines for benefits for clergy and lay employees, model letters of agreement for clergy, model personnel policies for parishes and standards for priests in campus ministry. Further, it has conducted studies and made recommendations relative to health insurance for Church employees, and conducted periodic surveys of compensation, benefits and personnel policies and practices of parishes within the Diocese.

2.0 Compensation

2.1 Total Clergy Compensation – Standard and Actual Explained

Total Clergy Compensation or “TCC” is the sum of all cash compensation, and is used by the Church Pension Group (CPG) to calculate the pension contribution, which is 18% of the TCC Actual.

The TCC Standard is a minimum line of Total Compensation. It looks like this:



The TCC *Standard* is **NOT** composed of specific compensation items – *it is simply a measure* of whether the total compensation being paid is enough to meet the minimum required for a parish of a given membership and revenue size (“points” total.)

The TCC *Actual* IS the sum of specific compensation items that a parish and a clergy person agree will be enumerated and included in the pay package. By definition, TCC Actual includes the Cash Stipend. It may also – *but does not have to* – include the following items: A Housing Allowance; A SECA (self-employment tax) Allowance; A Utilities Allowance (whether paid to the clergy person or remitted directly to the Utility company, this amount **MUST** be included in the TCC Actual if granted); A Housing Equity Allowance (for clergy residing in a rectory and therefore not building their own home equity). All of these items, while commonly included in a compensation package, are **OPTIONAL**.

Regardless of the specific components agreed to in a clergy person's TCC Actual, the sum of these items MUST meet or exceed the Diocesan minimum, which is the TCC Standard line.

Additional monetary considerations (for example, increased cash due to Professional Factors) are not “on top of” the TCC Standard, because *the TCC Standard is NOT the basis of the cash stipend*. The TCC Standard and the pieces of TCC Actual are two distinct concepts and should not be confused. The Standard is the Minimum of the total required. The Actual is the sum of the Components. Again, the Standard IS NOT a base compensation number. It is a measure of whether the total compensation offered is sufficient.

For example: Assume that a parish's TCC Standard, based upon its points, is \$75,000. A compensation package of \$76,000 meets the TCC Standard *no matter how it is composed*. The entire amount could simply be labeled “Cash Stipend”. (This is not necessarily the most effective way to distribute the cash, but it meets the minimum.) A compensation package of \$74,000 that includes an enumerated Cash Stipend, Housing Allowance, SECA Allowance, Utilities Allowance, Housing Equity Allowance, Cell Phone Allowance, Car Allowance, and Professional Factors consideration *still fails to meet the TCC Standard's minimum*.

Additional cash – regardless of the label applied to it – would be required to meet the TCC Standard. This additional cash would not be “on top of” the TCC Standard. This is a common misunderstanding. There is no established base compensation to place this additional cash “on top of”. It is simply more cash to raise the total – however defined – above the minimum.

2.2 Total Clergy Compensation (TCC) In Practice

The Church Pension Fund uses the TCC for computing annual pension contributions (see section 2.7.) Total Clergy Compensation (TCC) in the Diocese of Massachusetts is determined by the size of the parish, as well as other congregational and professional factors. The value of TCC based upon those factors is designed to provide a compensation level comparable to other professions with similar education requirements, similar breadth of responsibilities and similar levels of experience and competence.

The TCC as calculated by these factors and as agreed between the parish and the clergy person is the total of the compensation to the clergy person. The TCC includes the Cash Stipend, Imputed Value of a Rectory (if provided), Housing Allowance, Utilities (either paid to the clergy person as part of cash compensation or paid directly to utilities by the parish), Housing Equity Allowance, SECA reimbursements and any other cash payments.

2.3 TCC Standard for Active Full Time Parochial Clergy in a Leadership Position

The TCC Standard is the **minimum** TCC for active full time parochial clergy in a leadership position (i.e., Rector, Vicar, Priest-in-charge, and Interim Priest) in this Diocese. The TCC Standard is the **minimum** compensation that will be approved by the bishop before a new clergy person is called.

The TCC Standard is based upon the size of the congregation as reflected in the operating revenues, pledging units, and average Sunday attendance and upon the time that the clergy has spent with the congregation. These factors may not be a perfect measure of the difficulty of the clergy position nor of the growth and service that the congregation is realizing in mutual ministry with the clergy person. However, the Committee believes that these measures will be useful and objective when applied uniformly over the diocese.

As mentioned in the Introduction, the TCC Standard was reviewed and revised in 2001 for application in the Guidelines for 2002. Each year, the TCC Standard has been revised to reflect the rise in the regional cost-of-living. These revisions have been consistent with subsequent recommendations made by our external compensation specialist, and the method and amounts have been accepted by Convention annually. Consistent with the stated objectives of this Committee, we again recommend an increase to the TCC Standard of 3% for application in 2013 to reflect this year's increase in the Consumer Price Index and other factors.

As in previous years, the TCC Standard applicable to each congregation is determined using two formulas. The first relates to the size and capacity of the congregation. The second relates to the tenure that the clergy person has had with the congregation.

The **first formula** is as follows:

$$\text{TCC Standard} = \$61,276 + (125.96 \times \text{Points})$$

However, no congregation may use fewer than 30 points. Accordingly, for this component the **minimum** TCC Standard for full-time clergy is \$65,055.

Points are determined as the sum of three factors, calculated from data taken from the most recent Parochial Report:

$$\begin{aligned} & \text{Total Current Operating Revenues (000's)} \times 0.30 \\ & + \text{Number of Current Adult Pledging Units} \times 0.40 \\ & + \text{Average Current Sunday-Attendance} \times 0.30 \end{aligned}$$

The **second formula** is as follows:

$$\text{Increment to TCC Standard} = \$500 \times (\text{years as clergy person in this congregation})$$

However, for determining this increment, no more than ten years of service should be considered.

The TCC Standard is the sum of the values determined for the two formulas.

EXAMPLE:

Consider a congregation with: 1) an annual operating budget of \$140,000; 2) an average Sunday attendance of 115, and; 3) 75 pledging units. The rector has had six years of service with the congregation. The congregation's TCC Standard would be calculated as follows:

Calculation of Total Clergy Compensation (TCC) for 2013						
1) Insert the data from the most recent Parochial Report below:				Data	Weight	Points
Total Current Operating Revenues (\$000)				140	0.30	42
Number of Adult Pledging Units				115	0.40	46
Average Sunday Attendance				75	0.30	23
Total Points (Minimum of 30 Points)						111
2) Calculate the TCC Standard (minimum that will be approved by the Bishops for new hires for parish with these Points)						
				Standard TCC = \$61,276 plus (125.96 times Total Points)		\$ 75,258
3) Adjust for years of service within the congregation (for clergy in existing congregations)						
Annual Increment per year of service with current congregation				\$ 500		
Years of Service within current congregation (10yrs max)				6.00		
4) TCC Standard						\$ 78,258

2.4 Actual TCC for Active Full-Time Parochial Clergy in a Leadership Position

A clergy person's actual TCC is determined after reviewing the applicable TCC Standard and should be commensurate with his or her background, experience, responsibility, capability, and the salaries of others in comparable fields.

Compensation exceeding the TCC Standard follows from an assessment of each individual situation. The clergy and the congregational leadership shall meet annually to discuss the expectations and resources for the coming year and, if practical, qualitative and quantitative goals for that period. The "additional considerations" suggested in this section are intended to give guidance to congregational leadership in moving from the TCC Standard, which is meant to be a **minimum** TCC, to a TCC which reflects the clergy person's and the congregation's understanding of their growth.

Additional Monetary Considerations: The TCC Standard offers a base for clergy with typical experience and skills. After determining the applicable TCC Standard, the following factors should be considered in establishing the actual TCC:

Congregational Factors – those factors that have bearing on the life of the congregation as developed by the clergy person and the leadership in mutual ministry, such as:

- Scope of Ministry
- Expanding Scope of Responsibilities
- Demonstrated Growth and Success of Mission/Congregation

Professional Factors – those factors that have bearing on the development of the clergy person as a Christian leader within the congregation, such as:

- Teaching, Presentation and Communication Skills
- Extent of Diocesan participation
- Involvement in promoting parish partnerships
- Valued Skills and Job Responsibilities such as:
 - Pastoral Experience
 - Pastoral Care and Counseling Skills
 - Ability to Coordinate Large Numbers of Volunteers and Committees
 - Experience prior to ordination that has a direct benefit to the congregation

These factors should be an integral part of the initial TCC negotiation between the congregational leadership and the incoming clergy.

EXAMPLE

The clergy person has taken a leadership position in the local interfaith council or is chaplain to a town agency (2.5% increase to Standard), does an exemplary job in Pastoral Care (1.5%) and is a good negotiator (0.5%):

Calculation of Total Clergy Compensation (TCC) for 2013						
1) Insert the data from the most recent Parochial Report below:				Data	Weight	Points
Total Current Operating Revenues (\$000)				140	0.30	42
Number of Adult Pledging Units				115	0.40	46
Average Sunday Attendance				75	0.30	23
Total Points (Minimum of 30 Points)						111
2) Calculate the TCC Standard (minimum that will be approved by the Bishops for new hires for parish with these Points)						
				Standard TCC = \$61,276 plus (125.96 times Total Points)		\$ 75,258
3) Adjust for years of service within the congregation (for clergy in existing congregations)						
Annual Increment per year of service with current congregation				\$ 500		
Years of Service within current congregation (10yrs max)				6.00		
4) TCC Standard						\$ 78,258
5) Additional Considerations in Establishing the Actual TCC						
			Percent	or Amount		
Congregational Factors			2.50	\$	1,956	
Professional Factors			1.50	\$	1,174	
Other Consideration (Specify)			0.50	\$	391	
Total Adjustments to Standard TCC			4.50	\$	3,521	\$ 81,779
6) Adjust for full/part time position (100, 75, 50, etc. percent position)						
Percent of time for position				100		
7) Adjust for Rector, Assistant, Associate						
Insert 100 for Rector, 75 for Associate Rector, 65 for Ass't Rector, 60 for Curate				100		
8) Actual TCC offered (Cash Stipend, Value of Rectory, Housing Allowance, Housing Equity Allowance, Utilities, and any other Cash or In-Kind payments)						\$ 81,779

Non-Monetary Considerations: It is not required that all components of the TCC be in the form of cash compensation. Clearly, the use of a rectory [as applicable] is one form of non-cash compensation, which is part of the TCC. There may be circumstances where the financial position of the congregation and the needs of the clergy person lead the compensation discussion into the area of non-monetary factors. That is, the congregation may be able to use certain benefits to enhance the compensation of the clergy person without significant additional impact on the annual operating budget. Examples include:

Additional time off for family time, professional development, or study. While this may have monetary impact due to costs of supply clergy while the “home” clergy is away, there still may be a net cash saving.

Additional Vacation.

2.5 Actual TCC for Active Part-Time Parochial Clergy in a Leadership Position

Negotiations of the details of a compensation and benefits package for a part-time clergy person are complex. The TCC for part-time rectors and clergy assistants should be proportionate to the time required

by the congregation, in relation to a normal full-time professional position, e.g., half time, three-quarter's time.

The actual TCC for a part-time clergy person would be calculated based upon the full time rate and the percentage of time the clergy person is expected to serve. For example, a clergy person who is ¾ time would get 75% of the TCC calculated for a full time clergy person in the above example.

2.6 Actual TCC for Assisting Clergy

Assisting Clergy are compensated using the same approach but with additional factors applied to the Actual TCC for a full time rector as shown below:

Associate Rector	75% of TCC Standard (adjusted for congregational & other factors)
Assistant Rector	65% of TCC Standard (adjusted for congregational & other factors)
Curate	60% of TCC Standard (adjusted for congregational & other factors)

In this section, the characteristics assigned to each of the three assisting clergy positions are not meant to be position descriptions. Rather they are meant to serve as guidelines for congregations and rectors for designating the proper position title and TCC Standard

Associate Rector: For the purpose of these guidelines, an Associate Rector is a clergy person:

Who is an experienced clergy person -- generally at least five to eight years ordained ministry experience;

Who has responsibilities for specific program areas while still involved in the whole life of the parish and ministry;

In a position where the relationship with the rector is collegial.

Assistant (to the) Rector: For the purpose of these guidelines, an Assistant Rector is a clergy person:

Who assumes more ordained ministry and life experience than a curate;

Who is able to work with less oversight than a curate;

Where the expectation is that, although there may be responsibility for specific programmatic areas, this clergy person's primary role is "assisting" the rector.

Curate: For the purpose of these guidelines, a curate is a clergy person:

Who is a recently ordained transitional deacon or clergy person;

Where the position is time limited -- up to three years;

Whose major goal is training and formation and therefore it is appropriate to have learning objectives and be ready to show growth and learning through exposure to all aspects of liturgical/parish life;

In a position where the role of rector and parish leadership is to teach, mentor and supervise.

2.7 Pension Contribution

The Church Pension Fund uses the TCC for computing annual pension contributions. A contribution of 18% of the TCC is required to be paid into the Fund each year. The TCC to be used for pension fund calculations is the TCC determined by the above-mentioned factors which are further described in the TCC Calculation Worksheet.

2.8 Housing

If no rectory is provided, the full amount of the TCC is paid in cash to the clergy person and a portion of the TCC may be designated as Housing Allowance. (In order for the designated amounts to be eligible for Housing Allowance by the IRS, the vestry of *the parish must approve the appropriate resolution before the beginning of the year*).

If a rectory is provided, the cash paid to the clergy person is reduced by the imputed value of the rectory using the formula established by the Church Pension Fund at 30% of Cash Compensation (see TCC Calculation Worksheet).

The congregation pays the following items for the upkeep of the rectory:

- Insurance and property taxes on the rectory
- Maintenance and replacement of major appliances
- Maintenance of the grounds
- Shades or blinds

The clergy person pays for:

- Insurance on personal property
- Furnishings
- Utilities (as the Utility Allowance is already included in TCC. If the parish pays the utility bills directly, the cash portion of TCC to the clergy person is reduced by that amount.)

Capital improvements are subject to negotiation between the vestry and clergy person.

(For additional information, including Tax Savings Tips and Examples, please refer to "The 2012 Tax Guide for Episcopal Ministers", p.11, found at www.cpg.org.)

2.9 Housing Equity Allowance

Clergy who are provided housing by the congregation may be at a disadvantage in comparison to clergy who receive a housing allowance and purchase a home. As an element of a sound financial plan, and to compensate for the lack of equity interest in property if housing is provided, the Committee recommends that the congregation and rector agree that a portion of the cash compensation be designated as an equity allowance at the time the clergy person's compensation is negotiated.

The equity allowance should be selected with the intent that the clergyperson will be able to fund housing upon retirement, as if he or she had purchased a home and was gaining equity during the clergyperson's active years. The equity allowance should range between 2% and 6% of the TCC, depending on mortgage interest and property value inflation. Preferably, it should be placed in a tax-sheltered account.

3.0 Other Considerations

3.1 General Considerations

Congregations are reminded that the TCC is intended to enable the clergy person to maintain at least a moderate standard of living in the community.

Congregations are encouraged to review decisions relative to clergy compensation with a qualified professional, such as an attorney, accountant, or human resources professional, to ensure compliance with federal and state tax laws.

Clergy have noted the difficulty of advocating for salary increases in the congregational budgeting process, given increases in fixed expenses and stable or declining revenue. Both clergy and wardens are encouraged to call the Canon for Transition Ministry (617) 482-4826, x400 or any member of the Committee to talk about these matters further.

Diocesan policy states that the salary, compensation, or hours of a clergy person employed under a letter of agreement with a parish cannot be reduced for a period of six months from the date upon which the vestry by resolution has taken such action and has notified the clergy person thereof.

3.2 New Clergy

The Bishop's office will question the calling of clergy to new positions if these Guidelines are not met. For clergy whose compensation and benefits package do not meet these Guidelines, a review by the wardens with the Bishop's office to determine how to select the clergy's compensation and benefits equitably will be expected.

3.3 Letters of Agreement

Each congregation should have a written employment agreement with its clergy, called a "Letter of Agreement". Sample documents for the positions of Rector, Priest-in-Charge, and Interim Priests are shown in Appendix B. Downloadable copies of these agreements are also available at the diocesan web site. Go to www.diomass.org and then proceed to "Resources for Congregations and Clergy> Document Library". The sample Letters of Agreement can be accessed at the bottom of the page or by pasting the following link. http://www.diomass.org/inside/parish_clergy_support/document_library

3.4 Congregational Data

The Diocesan Convention of 1908 resolved"

"That in every number of the Convention Journal of the Diocese, beginning in 1909, a comparative list of Parishes and Missions, with and without rectories, be published; also that a table be printed in the same publication giving the amount of all clergymen's salaries"

To meet that end, the Committee solicits and tabulates such information from the congregations in the Diocese. The tabulation is shown in Appendix A.

4.0 Benefits

4.1 Mandated Benefits

The following clergy benefits are required to be paid by the congregation in addition to the TCC:

- Full pension assessment – determined as described in section 2.7 of these Guidelines
- Full health insurance premium - The full cost of the applicable single, two-person, or family coverage available in the area
- Parental leave - Eight weeks paid

Term life insurance of \$50,000, including disability coverage, is provided under the Church Pension Fund assessment. Disability benefits commence from the date of application; accordingly, a prompt application is essential. While receiving such disability benefits, the term life insurance benefit is reduced to \$25,000.

Health Insurance -- The Committee's guidelines follow upon the actions of Diocesan Convention that mandate payment of the full cost of the applicable single, two-person, or family group health insurance coverage, including domestic partner health coverage, for clergy working 3/4 time or more. For part-time clergy, working less than 3/4 time, the congregation or other diocesan employer must pay, at minimum, a percentage of the premium cost equal to the percent of full time the clergy person works.

The 76th General Convention passed Resolution A177 establishing a Denominational Health Plan (DHP) for the Episcopal Church, to be administered by the Medical Trust. Among the several provisions contained in the Resolution are the following:

- All Episcopal Church employers (i.e., dioceses, parishes, etc.) are mandated to participate in the DHP
- The mandate covers Diocesan and congregational clergy and lay employees working more than 1,500 hours per year
- Local choice regarding plan design and cost sharing is maintained
- Implementation of the DHP (shall be) completed...by the end of 2012

The Diocese will continue to offer the following five health plan options and Stand Alone Employee Assistance Program:

- CIGNA Open Access Plus IN (OAPIN) – functions similar to the previous HMO-Choice but without the PCP and without differential co-pays for practitioners and facilities
- CIGNA Open Access Plus (OAP)
- CIGNA High Deductible/Health Savings Account (HD/HSA)
- United Health Care Choice Plus
- Blue Cross Blue Shield PPO 90/70
- Stand-alone Employee Assistance Program or “EAP”

The Diocese endorses no particular plan option within these offerings. The choice of health plan option should be based on the particular needs of the parish and covered person(s).

With each of these plans, the subscriber bears a greater responsibility to assure that their physician, specialist, laboratory, facility, or hospital is covered under their particular plan, since there is no longer a “Primary Care Physician” acting as a “gate keeper”.

Updated details for each of these plans has been sent to all parochial clergy.

In 2013, the mandate for payment of the cost of health coverage is as follows:

- The congregation is required to pay at least the premium for the CIGNA Open Access Plus IN or United Health Care Choice Plus plan unless the HD/HSA option is selected by the subscriber
- If the congregation and the subscriber agree that there are circumstances which require the coverage of the CIGNA Open Access Plus (OAP) network, the congregation should consider fully funding that coverage
- If the HD/HSA plan is selected by the subscriber, the congregation is required to deposit into the HSA 65% of the deductible
- Nantucket and Vineyard – congregation is required to pay 100% of the BCBS PPO 90/70

The Committee anticipates there will continue to be unusual circumstances that strongly support a clergy person’s participation in the OAP plan. In these rare cases, the parish should respond in charity, go beyond the minimum mandate, and support the OAP premium.

Because there is often a lapse of time between interim positions, it is recommended that the parish continue to pay an interim’s health insurance for a period of up to 90 days, if needed, following completion of the interim’s assignment in that parish.

In some cases, clergy and lay employees can obtain health insurance coverage through another provider, or through a spouse’s or partner’s employer. It is important to note that this represents an avoided cost; and that the circumstances of the employee might change such that the congregation is required to offer coverage on the same terms as it does to other employees. It is the recommendation of this committee that congregations recognize this significant cost savings, and that for employees who “opt out” of the Diocesan program for health insurance coverage, some portion of that savings be recognized by the congregation and reflected in the annual determination of the clergy or layperson’s compensation.

Note that if such a policy is adopted:

- The policy applies equally to all eligible employees within the congregation
- The employee must provide documentation showing that he or she is covered by bona fide health insurance which is consistent with Massachusetts’ mandated credible coverage requirements before any arrangement is made for substitute compensation
- Any adjustment to compensation is treated as ordinary income by the IRS and the Massachusetts DOR for both clergy and laypersons. The income is subject to the 18% surcharge for the clergy retirement program and; the income is subject to regular FICA rules for lay employees

Massachusetts Health Connector -- The Massachusetts Health Connector requires, in part, the following:

Domestic partner coverage: Employees who subscribe to benefits for domestic partner coverage will be taxed on the cost difference between a single plan and domestic partner plan. If there are children, the cost for the dependent coverage for the children is not taxable; however, the cost of coverage for the partner is taxable.

Same sex married couples: Same sex marriage laws continue to evolve and change, and tax implications vary between state and federal income tax filing. For state taxes, health insurance coverage is that of a married couple and is not considered taxable income. The federal government on the other hand does not recognize same sex marriage. When filing federal taxes, married same sex couples are considered domestic partners and the additional cost of insurance is taxable. Please note: for coverage outside the Commonwealth of Massachusetts, an Affidavit of Domestic Partnership may be required.

Fair Share Assessment: Parishes that employ 11 or more full-time-equivalent employees may make a “fair and reasonable” contribution toward a health insurance for their employees; or must make a payment to the state up to \$295 per employee, per year.

Section 125 Plan: Parishes that employ 11 or more full-time-equivalent employees are required to maintain a Section 125 Plan that meets Health Connector regulations. Failure to do so will result in the parish being charged for portion of the “free care” used by employees or their dependents when receiving medical care. This is called the “Free Rider Surcharge”.

Workforce Development Form: It is the responsibility of all parishes to complete the Workforce Development Form. This form is used to report to the Commonwealth whether or not an employer provides health insurance and whether or not there is a Section 125 Plan. This form is due upon receipt from the Commonwealth

Health Insurance Responsibility Disclosure for employees (HIRD): In the event that an employee declines enrollment in a company-sponsored health care plan or declines to use a Section 125 Plan, the employee will complete the form and return it to the employer where it will be retained for three years.

To calculate the number of full time equivalent employees for the Fair Share Assessment: Total all hours paid between October 1, 2011 through September 30, 2012 to include paid time off such as vacation, sick time, jury duty, etc. These hours only need to be calculated on those employees who have worked more than one month. Divide the total number of hours worked by 2000. This will give you the number of full-time equivalents.

Non-Discrimination: While the majority of the regulations are mandates for employers with 11 or more full-time-equivalent employees, the regulation against non-discrimination applies to all employers regardless of size. Insurance carriers are prohibited from contracting with employers whose contribution levels are discriminatory. Therefore, any contribution towards health insurance for one employee has to apply to all full-time employees. This includes special considerations given to fund a higher-level plan for clergy. For example, if the vestry agrees to fund 100% of the POS for clergy, it is then required that this option be available for all full-time employees. Full time hours are considered an average of 35 hours weekly based on the period from October 1 to September 30.

Additional Information: Additional information [especially a Handbook for Employees and a Handbook for Employers] can be obtained at:

[Http://www.mahealthconnector.org/](http://www.mahealthconnector.org/)

Type “Handbook” in the search window.

Parental Leave -- It is Diocesan policy that a minimum eight-week paid parental leave will be granted for purposes of childbirth, adoption, or caring for a child following birth or adoption. However, additional paid or unpaid leave is encouraged based on individual facts and circumstances.

If applicable, all congregations also must comply with state or federal law.

Massachusetts Law (M.G.L., c105D) requires that employers with six or more employees grant up to eight weeks leave without pay for purposes of child birth or adoption to an employee who has completed a probation period or been employed for at least three consecutive months as a full-time employee. The Federal Family and Medical Leave Act (FMLA) requires that employers with 50 or more employees grant up to 12 weeks leave without pay within a twelve-month period for purposes of child birth, adoption or caring for a child following birth or adoption or in the event of a serious illness of the employee, spouse or parent. The employer will maintain paid health benefits for the duration of such leave to an employee who has completed a year of employment and worked a minimum of 1250 hours over the previous 12 months.

4.2 Optional Benefits

These include (a) dental insurance, (b) long-term disability insurance, (c) term life insurance in excess of \$50,000 and (d) longer parental leave within FMLA guidelines, unpaid or paid. These benefits, if provided, are not included in TCC. As of January 2004, the Church Pension Fund covers all active clergy for short-term disability, which eliminates this expense for parishes or clergy.

Vacation, holidays, and sabbatical -- Vacations, holidays, and sabbatical leave do not affect the TCC unless they are unusually long, such that the priest should be considered part time, or unusually short, in which case the TCC should be at the high end of these guidelines.

Sick Leave -- Sick leave does not affect the TCC.

4.3 Sabbatical Leave

Regular sabbatical leave can be an important time of growth and renewal for clergy, lay leaders, and congregations. Planned time away is essential for the purpose of renewal, study, travel, and continued spiritual growth. The national church and others encourage sabbaticals to be undertaken following a period of five years to maximize opportunities for renewal by all. The Sabbatical Committee of the Diocese recommends that clergy receive three months sabbatical leave with full pay (which may be combined with annual vacation time) for every five years of ministry within a congregation. Funding is a shared responsibility of the clergy and the congregation. Vestries are encouraged to set aside a minimum of \$500 in their annual budgets to accrue over time and to be used to fund the congregation’s contribution. Clergy and congregations are also eligible to apply to the diocese for funding resources and planning support through the bishops’ Clergy Sabbatical Program.

Planning for the Priest’s sabbatical shall begin at least nine months prior to the first day of the leave. The Priest and Vestry shall agree to the form this planning shall take. Both the Priest and Vestry will participate in this planning, which shall include financial information and activity planning for the

sabbatical, provisions for congregational life and continuity, and clergy support during the Priest's absence.

In the case of Priests-in charge of congregations, when that person is called to be Rector of that congregation, it is understood that the time period qualifying for sabbatical leave will begin at the time the priest-in-charge's tenure began in the parish. That is, five years after the PIC's ministry begins, the priest can be eligible for a sabbatical leave. The same opportunities and limitations described in this section will pertain to PIC's sabbaticals.

The sabbatical time, as supported financially by the Diocese, is not appropriate at the end of a ministry. Funds provided through the Sabbatical Committee of the diocese will be granted to clergy in active ministry and are not available for clergy as terminal leave. Likewise, funds set-aside by the parish for a sabbatical are to support active ministry, are not cumulative and will revert to the congregation if sabbatical leave is not taken while a priest is actively serving a congregation.

For details, and further guidelines on sabbaticals, clergy and congregations are urged to consult with the Sabbatical Committee of the Diocese.

4.4 Ministry-Related Reimbursements

Ministry related expenses are often reimbursed by the congregation and may include:

- Auto allowance or mileage
- Annual continuing education
- Books and periodicals
- Fees for professional organizations
- Attendance fees and expenses for clergy conferences

This is not a clergy benefit as it is merely reimbursing the priest for expenses incurred by the priest in the pursuit of parish mission. These reimbursements are not included in the TCC.

4.5 Other Costs

Other Costs might include, for example, (a) the rector's discretionary fund and (b) an annual set-aside to provide the rector with a sabbatical leave. These costs to the congregation are not part of the clergy's TCC.

In some congregations, the discretionary fund is funded through alms at one service per month. In some, there is endowment income that supports the church-owned fund, and in some cases, funds are provided directly through the Church budget.

The Diocese provides guidelines for the establishment and use of church-owned clergy discretionary funds and expressly prohibits the use of such funds for compensation or personal purposes of the clergy or any Church employees. Gifts to the clergy or other church employees for their own use are not tax deductible to the donor and may not be deposited in a church-owned clergy discretionary fund.

5.0 Mutual Ministry Review

The well-being of congregations and the well-being of clergy called to serve congregations are integrally related. Critical to insuring this is to have a clear understanding of the relationship between the laity, vestry and clergy, and their respective roles and responsibilities that reflect their mutual ministry.

This involves a process called Mutual Ministry Review (MMR) that calls for articulation of the mission, vision, goals and objectives of the congregation, and a mutual determination of the roles and tasks of the laity and leadership (clergy and vestry) in meeting them. A periodic review of achievement toward the goals and objectives, and an adjustment of future expectations should follow. An excellent tool for starting a Mutual Ministry Review is for the congregation to review the Diocesan publication: “Vitality, Viability and Mutuality: A Covenant and Characteristics for Congregations Growing in Mission,” available on the Diocesan website.

- Establish an atmosphere of trust and respect in which the laity, vestry and clergy are committed to common goals.
- Use a Diocesan congregational coach as an outside facilitator to enhance the effectiveness of the review by allowing all members of the team to participate fully.
- Start with a review of the needs of the congregation, taking into consideration the relationship between the laity, vestry and clergy as one of shared leadership.

The MMR process is conducted in the framework of an overall assessment of the congregation's progress toward its goals, which is separate from the process involving the evaluation of the clergy and determination of compensation.

As an aid to both Clergy and Parishes, the Committee has developed a document entitled “Areas of Parish Mutual Ministry” (http://www.diomass.org.../document_library.) The purpose of this list is to assist congregations at several junctures of its ministry – during a call, the formation of Letters of Agreement, the Mutual Ministry Review, etc. – to identify all of the activities or functions considered important to a particular parish's life. This is particularly useful for parishes with Part-time clergy, where issues of un-compensated work and areas of clergy, lay leadership and shared responsibility need clarification.

A congregation might also consider models specifically developed by other congregations that have proven effective for those congregations. Contact the Director of Resources and Training at the Diocesan office for more information relative to establishing a Mutual Ministry Review. Among the many publications and other tools available to assist clergy and congregations in mutual ministry review is:

- "Mutual Ministry Review: for Clergy and Parishes" which can be ordered from: The Church Deployment Board of The Episcopal Church, 815 Second Avenue, New York, NY 10017-4594 (212) 922-5250

6.0 Other Matters

6.1 Federal and State Taxes

The federal and state tax laws and regulations regarding clergy are notably different from those regarding laypersons. For guidance, the following document may be helpful:

- 2012 Tax Guide For Episcopal Ministers
Prepared by Richard R. Hammer, J.D., LL.M., CPA
Editors: Matthew K. Chew, CPA, The Reverend Canon William F. Geisler, CPA and James W. Dooley, CLU
Downloadable from: <http://www.cpg.org/formspublications/>

In general, consider that:

Clergy IRS Taxation Status -- In order to ensure that the congregation and its staff meet obligations under Federal taxation law, it is noted that pursuant to the decided case law, National Church guidelines and IRS guidelines clergy are treated as employees and therefore should receive form W2 as record of their cash income in most circumstances.

Clergy Federal Social Security Payments Status -- The position of clergy under the Federal Social Security laws is different from laypersons. Clergy are treated as if they were self-employed contractors for the purposes of Medicare and social security payment obligations. The guidelines require that all clergy make SECA payments and provide that no FICA payments are required in respect of clergy or the congregation.

6.2 Supply Clergy

Pursuant to the Committee's Report to Convention for 2012 as Amended, the Committee conducted a review of the practices and rates paid to Supply Clergy by Dioceses nationally. Based on these findings, the Committee currently recommends the following revised rates:

Congregations periodically engage clergy for "supply" work, to perform one or two services on a Sunday or to perform a weekday service. For one Sunday service, the established rate of pay is \$175. For two services on a Sunday, the rate is \$225, and for a weekday service, \$85. In addition, actual travel expenses should be reimbursed, with mileage reimbursement at the current IRS rate. The established rates are determined to be fair and equitable and are equal to or exceed those paid by these other dioceses.

If supply clergy who are active (that is, not retired and drawing pension benefits), earn \$200 or more per month in salary and/or housing from the same congregation for three or more consecutive months, an assessment of 18% to the Church Pension Fund is mandated, retroactive to the first month.

These stipendiary rates will be reviewed annually as part of the Committee's normal procedures, and revised when appropriate.

6.3 Retired Clergy

No assessment is due on earnings of age-retired clergy over 72 years of age. You may continue to receive pension benefits while serving in the Episcopal Church as long as your total compensation for church-related income does not exceed \$35,500 for any 12-month period effective January 1, 2013

Ordinarily, no assessment is due on earnings of clergy under 65 years of age who are on disability retirement with the Church Pension Fund. Please refer to "*A Guide to Benefits Under the Clergy Pension Plan*" found at *CPG.org* for additional details.

6.4 Clergy in Non-parochial Employment

Clergy who have ministerial employment, but not from a congregation of the Diocese, should be aware of the Church Pension Fund provision for "an extension of the ministry," mentioned on p. 9 of the "*A Guide to Your Benefits Now and in the Future*". They might work for an ecumenical agency, for example, or a pastoral counseling center. Such clergy may wish to have their employer reallocate their compensation package (paying CPF assessments before taxes as a way of purchasing some disability coverage and other benefits), and the cleric or employer might wish to purchase medical, dental, or other benefits for the clergy or family members, including domestic partners, through the Diocese. Retroactive CPF payments of this sort can only be made for two years. Such a ministry can continue to age 72.

6.5 Priests in Campus Ministry

In year 2002, the Committee addressed compensation and duties for Campus Ministers. A summary of the results of this study is contained in the Guidelines for 2007 and 2008 as well as in Appendix C of the on-line version of these Guidelines for 2009. An update of the 2013 TCC Standards for Campus Ministers and directions for on-line access are shown as Appendix C of this Guidelines book.

6.6 Importance of Church Pension Fund Payment for Clergy

CPF coverage provides age-retirement benefits, short-term disability benefits, a death benefit, and life insurance for those working full time. Any clergy persons working in ministry less than the “half-credited service” level can make payments on their own to bring them up to the level where they qualify for benefits. A clergy person “between cures” can also make such payments to maintain coverage. For details, one can call the Church Pension Fund at 800-223-6602 to ask questions or get a copy of the CPF handbook and one’s individual record. If a clergy person needs help in getting an employer to pay current mandated assessments, or if one discovers that recent mandated assessments were not paid, it is advised to contact the Church Pension Fund and the Diocesan Human Resources Office at (617) 482-4826, Ext. 578).

6.7 The Committee

Members of the Committee and their contact information can be found at the end of this section.

7.0 Lay Employee Compensation and Benefits

7.1 Background

The committee’s work was originally focused on compensation and benefits for parochially employed clergy. However, the Diocesan Convention of 2004 passed a resolution that, among other things, asked the committee to:

- Continue advocacy for standards for fair and equitable compensation ... for clergy and lay employees
- Work in collaboration with other leadership groups to promote understanding for fair compensation for leadership in the congregations.

The committee responded in the first year following that convention with internal discussion regarding its resources and its authority and capability to be a positive factor in compensation and benefits for lay employees.

7.2 Congregational Lay Personnel Practices and Compensation

Pursuant to action during the General Convention of 1997 - and endorsed by the Diocesan Convention in 1998 - the “Living Wage” was defined as \$7.50 per hour or \$16,000 per year. However, there was no provision for cost of living increases. At the Diocesan Convention in 2001, a resolution was passed that provides for cost of living adjustments to the living wage. The resolution requires that the minimum wage be recalculated at least annually by March 1, with adjustments to reflect the increases from 1998 to date.

The cost-of-living adjustments through January 1, 2012 bring that minimum wage to \$11.05 per hour. This \$3.55 increase represents the total of 12-month CPIU increases for each calendar year from January 1998 through January 2012. The resolution requires that the diocesan treasurer’s

office notify all parishes, diocesan agencies, organizations and contractors of this policy and send out on an annual basis notification of the appropriate cost of living adjustment based on the Department of Labor Consumer Price Index.

7.3 Lay Personnel Guide

To further the committee's goal of advocating fair and equitable treatment of lay employees, the committee has prepared a "Model Personnel Handbook" for use in the congregations. This is shown as Appendix D to these Guidelines. In addition, Appendix D contains directions for obtaining a downloadable and editable version of this Handbook.

The committee encourages congregational leadership to review this Model Personnel Handbook and to copy and adapt any and all of the paragraphs in the model to serve its own purposes. It is hoped that this will serve to:

- stimulate discussion
- put into effect certain uniform, fair and equitable policies, and
- catalyze a documentation of each congregations' lay personnel practices

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Calculation of Total Clergy Compensation (TCC) for 2013					
1) Insert the data from the most recent Parochial Report below:					
			Data	Weight	Points
	Total Current Operating Revenues (\$000)		140	0.30	42
	Number of Adult Pledging Units		115	0.40	46
	Average Sunday Attendance		75	0.30	23
	Total Points (Minimum of 30 Points)				111
2) Calculate the TCC Standard (minimum that will be approved by the Bishops for new hires for parish with these Points)					
			Standard TCC = \$61,276 plus (125.96 times Total Points)		\$ 75,258
3) Adjust for years of service within the congregation (for clergy in existing congregations)					
	Annual Increment per year of service with current congregation		\$ 500		
	Years of Service within current congregation (10yrs max)		6.00		
4) TCC Standard					
					\$ 78,258

Calculation of Total Clergy Compensation (TCC) for 2013					
1) Insert the data from the most recent Parochial Report below:					
			Data	Weight	Points
	Total Current Operating Revenues (\$000)		140	0.30	42
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			Standard TCC = \$61,276 plus (125.96 times Total Points)		\$ 75,258
3) Adjust for years of service within the congregation (for clergy in existing congregations)					
	Annual Increment per year of service with current congregation		\$ 500		
	Years of Service within current congregation (10yrs max)		6.00		
4) TCC Standard					
					\$ 78,258
5) Additional Considerations in Establishing the Actual TCC					
		Percent	or Amount		
	Congregational Factors	2.50	\$ 1,956		
	Professional Factors	1.50	\$ 1,174		
	Other Consideration (Specify)	0.50	\$ 391		
	Total Adjustments to Standard TCC	4.50	\$ 3,521		\$ 81,779
6) Adjust for full/part time position (100, 75, 50, etc. percent position)					
	Percent of time for position		100		
7) Adjust for Rector, Assistant, Associate					
	Insert 100 for Rector, 75 for Associate Rector, 65 for Ass't Rector, 60 for Curate		100		
8) Actual TCC offered (Cash Stipend, Value of Rectory, Housing Allowance, Housing Equity Allowance, Utilities, and any other Cash or In-Kind payments)					
					\$ 81,779

Appendix A Charts and Graphs

Graphical and Tabular Representations of the 2013 Guideline

The following charts are presented for a visual representation of the Guidelines for 2013. Each congregation should calculate the appropriate TCC Standard based upon its own characteristics as described in the main text at paragraph 2.3.

Report of Congregational Data regarding Parish Size and Clergy Compensation

The Diocesan Convention of 1908 resolved”

“That in every number of the Convention Journal of the Diocese, beginning in 1909, a comparative list of Parishes and Missions, with and without rectories, be published; also that a table be printed in the same publication giving the amount of all clergymen’s salaries”

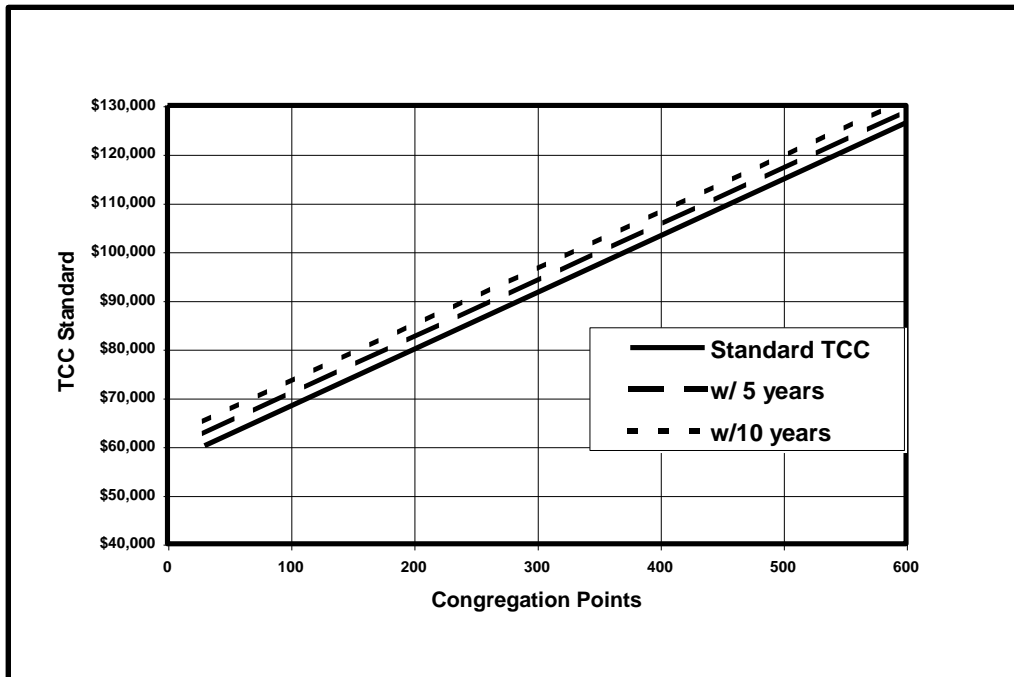
To meet that end, the Committee solicits and tabulates such information from the congregations in the Diocese. The following table gives the compensation points and clergy compensation figures based on the Parochial Reports and Clergy Compensation Reports most recently received. This chart includes all data received as of November 30, 2012.

Since this table combines data from two separate reports, and previously displayed in two separate spreadsheets, there may be discrepancies – particularly in the years from which data is reported. Nonetheless, the data is being combined in order to provide more succinct reporting of TCC related information for congregations and clergy across the Diocese.

Note:

- Blank spaces indicate either that data is not applicable (e.g. budget and pledging information for chaplaincies) or that no data was received.
- Reports of “Time Worked” (that gave a figure in hours per week) have been converted to show a percentage (i.e. 20 hours = 50%).

Graphical Representation of the 2013 Guideline



Tabular Representation of the 2013 Guideline

Points	TCC Standard	w/5 years	w/ 10 years
30	\$65,055	\$67,555	\$70,055
50	\$67,574	\$70,074	\$72,574
100	\$73,872	\$76,372	\$78,872
150	\$80,170	\$82,670	\$85,170
200	\$86,468	\$88,968	\$91,468
250	\$92,766	\$95,266	\$97,766
300	\$99,064	\$101,564	\$104,064
350	\$105,362	\$107,862	\$110,362
400	\$111,660	\$114,160	\$116,660
450	\$117,958	\$120,458	\$122,958
500	\$124,256	\$126,756	\$129,256
550	\$130,554	\$133,054	\$135,554
600	\$136,852	\$139,352	\$141,852

Congregational Data from Parochial Report						Self-Report Clergy Compensation Report Data			
Congregation or Organization	Operating Revenue	Pledge Units	Average Sunday Attendance	Total Comp Points	Parish Data Year	Position	Total Clergy Comp (TCC)	% Time Worked	Comp Data Year
Acton, Good Shepherd	\$328,930	114	149	189	2011	PIC	\$84,949	100%	2012
Amesbury, St. James'	\$142,007	21	100	81	2011	Rector	\$35,252	50%	2011
Andover, Christ Church	\$625,347	242	209	347	2011	Rector	\$117,606	100%	2012
Andover, Christ Church						Assistant	\$60,000	100%	2011
Arlington, Our Savior	\$134,568	39	41	68	2011	Rector	\$33,498	50%	2012
Arlington, St. John's	\$164,958	50	61	88	2011	Rector	\$66,408	100%	2011
Attleboro, All Saints'	\$73,914	32	36	46	2011	Interim	\$21,050	25%	2011
Auburndale, Messiah	\$122,363	20	27	53	2011	Rector	\$34,339	57%	2010
Ayer, St. Andrew's	\$172,248	70	76	102	2011	Rector	\$43,750	60%	2011
Barnstable, St. Mary's	\$481,049	167	150	256	2011	Rector	\$110,654	100%	2011
Bedford, St. Paul's	\$202,905	24	99	100	2011	Rector	\$74,500	100%	2012
Belmont, All Saints'	\$222,910	56	76	112	2011	Co-Rector	\$60,020	100%	2012
Belmont, All Saints'						Co-Rector	\$57,620	100%	2012
Beverly Farms, St. John's	\$613,387	330	190	373	2011	Rector	\$104,800	100%	2011
Beverly Farms, St. John's						Associate	\$50,000	100%	2011
Beverly, St. Peter's	\$254,779	94	81	138	2011	Rector	\$81,163	100%	2011
Boston College & Northeastern						Chaplain	\$70,000	100%	2011
Boston, Advent	\$1,131,804	222	248	503	2011	Rector	\$109,095	100%	2012
Boston, Advent						Associate	\$76,098	100%	2012
Boston, Christ Church (Old North)	\$340,836	74	143	175	2010	Vicar	\$98,978	100%	2011
Boston, Diocesan Staff						Canon to the Ordinary	\$119,243	100%	2012

Boston, Diocesan Staff						Canon for Congregations	\$85,000	100%	2012
Boston, Diocesan Staff						Dir Cong. Resources	\$88,400	100%	2012
Boston, Diocesan Staff						Dir Life Together	\$72,800	100%	2012
Boston, Diocesan Staff						Project Mgr Camp Init	\$98,800	100%	2012
Boston, Emmanuel	\$372,836	102	135	193	2011	Rector	\$92,920	100%	2012
Boston, St. Augustine's & St. Martin's	\$137,921	65	56	84	2011	PIR	\$32,386	50%	2011
Boston, St. John the Evangelist	\$186,307	21	27	72	2009	PIC	\$46,050	60%	2012
Boston, St. Paul's Cathedral Staff						Dean	\$91,936	100%	2011
Boston, St. Paul's Cathedral Staff						Canon Evangelism	\$70,304	100%	2011
Boston, St. Stephen's	\$88,597	47	79	69	2011	Vicar	\$76,500	100%	2011
Boston, Trinity	\$3,872,918	646	804	1661	2010	Rector	\$178,900	100%	2011
Boston, Trinity						Associate	\$100,980	100%	2011
Boston, Trinity						Associate	\$96,492	100%	2011
Braintree, Emmanuel	\$107,378	48	68	72	2011	Rector	\$36,320	50%	2011
Bridgewater, Trinity	\$105,655	75	78	85	2011	Rector	\$36,764	50%	2012
Bristol Cluster Episcopal Ministry (BCEM)						Area Missioner	\$65,496	100%	2011
Brookline, All Saints'	\$481,485	140	185	256	2011	Interim	\$45,725	80%	2012
Brookline, Boston University						Chaplain	\$44,000	50%	2011
Brookline, Our Savior	\$323,953	78	88	155	2011	Rector	\$111,099	100%	2012
Brookline, St. Paul's	\$351,206	80	143	180	2011	Rector	\$84,906	100%	2012
Burlington, St. Mark's	\$101,279	55	61	71	2011	Rector	\$25,280	50%	2012
Buzzards Bay, St. Peter's	\$128,760	63	88	90	2011	PIC	\$24,522	33%	2011
Cambridge, Christ Church	\$767,129	228	226	389	2011	Rector	\$123,573	100%	2012
Cambridge, Christ Church						Associate	\$73,500	100%	2011
Cambridge, MIT						Chaplain	\$76,500	100%	2011
Cambridge, St. Bartholomew's	\$184,302	105	82	122	2011	PIC	\$66,421	75%	2012

Cambridge, St. James'	\$525,913	107	162	249	2011	Rector	\$86,402	100%	2012
Cambridge, St. James'						Assistant	\$51,827	100%	2012
Cambridge, St. Peter's	\$239,663	59	71	117	2011	Interim	\$77,000	100%	2011
Canton, Trinity	\$136,967	21	44	63	2010	Rector	\$48,443	100%	2011
Charlestown, St. John's	\$196,136	47	68	98	2011	Rector	\$67,845	100%	2012
Chatham, St. Christopher's	\$595,132	203	226	328	2011	Rector	\$104,760	100%	2011
Chatham, St. Christopher's						Assistant	\$43,157	100%	2011
Chelmsford, All Saint's	\$308,180	114	152	184	2011	PIC	\$81,907	100%	2012
Chelsea, St. Luke's/San Lucas	\$153,356	67	94	101	2011	Vicar	\$65,113	100%	2011
Chestnut Hill, Redeemer	\$912,047	242	132	410	2011	Rector	\$116,755	100%	2011
Chestnut Hill, Redeemer						Curate	\$71,860	100%	2011
Cohasset, St. Stephen's	\$455,653	111	140	223	2011	Rector	\$105,619	100%	2011
Cohasset, St. Stephen's						Assistant	\$48,442	60%	2011
Concord, Trinity	\$793,810	289	256	431	2011	Rector	\$116,000	100%	2012
						Associate	\$80,000	100%	2011
Danvers, Calvary	\$178,061	80	94	114	2011	Rector	\$52,236	75%	2011
Dedham, Good Shepherd	\$81,895	35	48	53	2011	Interim	\$28,490	50%	2009
Dedham, St. Paul's	\$370,407	99	120	187	2011	Rector	\$103,784	100%	2012
Dorchester, All Saints'	\$389,766	93	140	196	2011	Rector	\$87,957	100%	2012
Dorchester, St. Mark's	\$149,315	86	77	102	2010	Rector	\$37,800	50%	2011
Dorchester, St. Mary's	\$113,210	34	47	62	2011	Interim	\$30,000	50%	2011
Dover, St. Dunstan's	\$308,341	75	79	146	2011	Rector	\$69,000	100%	2011
Duxbury, St. John the Evangelist	\$396,902	174	185	244	2011	Rector	\$112,680	100%	2011
East Boston, Grace Federated	\$1,502	0	15	30	2010				
Edgartown, St. Andrew's	\$294,711	88	104	155	2011	Rector	\$104,225	100%	2012
Everett, Grace	\$88,637	34	29	49	2010	PIC	\$42,535	63%	2012

Fairhaven, Good Shepherd	\$29,541	17	23	23	2011	supply			
Fall River, Holy Spirit	\$268,516	69	101	138	2011	Rector	\$106,583	100%	2012
Fall River, St. Luke's	\$41,361	26	44	30	2011	Rector	\$7,200	13%	2012
Falmouth, St. Barnabas'	\$515,100	201	210	298	2011	Rector	\$101,387	100%	2011
Falmouth, St. Barnabas'						Curate	\$48,038	100%	2011
Foxboro, St. Mark's	\$197,559	93	96	125	2011	PIC	\$75,000	100%	2012
Framingham, St. Andrew's	\$286,681	96	96	153	2011	Rector	\$71,425	100%	2011
Franklin, St. John's	\$130,940	65	116	100	2011	PIC	\$21,349	25%	2012
Gloucester, St. John's	\$247,844	88	77	133	2011	Rector	\$61,302	75%	2012
Groveland, St. James'	\$138,577	52	74	85	2011	Rector	\$64,329	75%	2012
Hamilton (South), Christ Church	\$385,012	133	194	227	2011	PIC	\$91,466	100%	2011
Hanover, St. Andrew's	\$213,329	122	131	152	2011	Rector	\$77,419	100%	2012
Harwichport, Christ Church	\$352,240	68	98	162	2011	Rector	\$98,822	100%	2012
Haverhill, Trinity	\$295,161	17	37	106	2011	Rector	\$70,742	100%	2012
Hingham, St. John the Evangelist	\$580,405	198	238	325	2011	Rector	\$89,279	100%	2011
Hingham, St. John the Evangelist						Assistant	\$53,878	100%	2011
Holbrook, St. John's	\$138,725	37	70	77	2011	Rector	\$34,200	100%	2010
Holliston, St. Michael's	\$178,523	69	99	111	2011	Rector	\$59,422	100%	2012
Hopkinton, St. Paul's	\$116,838	34	51	64	2011	Rector	\$65,000	100%	2011
Hudson, St. Luke's	\$70,012	22	46	44	2011	Rector	\$20,845	25%	2012
Hyde Park, Christ Church	\$68,912	21	59	47	2011				
Hyde Park, Iglesia San Juan	\$55,645	10	30	30	2011	PIC	\$15,987	25%	2009
Ipswich, Ascension	\$274,298	134	109	169	2011	Interim	\$75,813	100%	2011
Jamaica Plain, St. John's	\$197,774	56	82	106	2011	Rector	\$75,816	100%	2011
Lawrence, Grace	\$270,805	70	124	146	2011	Rector	\$61,320	100%	2011
Lexington, Our Redeemer	\$444,198	101	128	158	2011	Rector	\$99,291	100%	2012

Lexington, Our Redeemer						Assistant	\$45,365	50%	2011
Lincoln, St. Anne's	\$651,762	195	144	317	2011	Rector	\$100,978	100%	2012
						Curate	\$60,696	100%	2012
Lowell, St. Anne's	\$185,918	53	105	108	2011	Rector	\$72,150	100%	2011
Lowell, St. John's	\$65,666	30	60	50	2011	see St. Anne's			
Lynn, St. Stephen's	\$408,624	130	174	227	2011	Rector	\$93,009	100%	2012
Lynn, St. Stephen's						Urban Resident	\$50,500	100%	2010
Lynnfield, St. Paul's	\$208,297	79	113	128	2011	Rector	\$81,375	100%	2011
Malden, St. Paul's	\$165,870	44	62	86	2011	Rector	\$39,050	50%	2011
Mansfield, St. John the Evangelist (BCEM)	\$63,276	12	31	30	2011	Co-missioner	\$22,165	33%	2011
Marblehead, St. Andrew's	\$323,088	143	112	188	2011	PIC	\$83,589	100%	2011
Marblehead, St. Michael's	\$311,909	133	108	179	2011	Rector	\$73,655	100%	2012
Marion, St. Gabriel's	\$377,181	186	148	232	2011	Rector	\$97,576	100%	2012
Marshfield, Trinity	\$176,821	60	76	100	2011	Rector	\$75,121	100%	2011
Mattapan, Holy Spirit	\$394,298	190	230	263	2011	Rector	\$82,369	100%	2011
Medfield, Advent	\$205,756	71	78	114	2011	PIC	\$63,426	84%	2011
Medford, Grace	\$341,917	114	150	193	2011	Rector	\$83,087	100%	2012
Medway, Christ Church	\$77,756	32	46	50	2011	see Hopkinton			
Melrose, Trinity	\$223,836	57	75	112	2011	Rector	\$71,567	100%	2012
Methuen, St. Andrew's	\$62,936	53	49	55	2011	Rector	\$16,250	25%	2011
Middleboro, Our Savior	\$180,052	55	80	100	2011	Rector	\$49,059	75%	2011
Milton, Our Savior	\$135,107	27	28	60	2011	Rector	\$57,722	80%	2010
Milton, St. Michael's	\$520,202	148	110	248	2011	Interim	\$86,808	100%	2011
Milton, St. Michael's						Associate	\$54,995	100%	2011
Nantucket, St. Paul's	\$537,374	202	145	286	2011	Rector	\$112,738	100%	2012
Natick, St. Paul's	\$472,841	187	237	288	2011	Rector	\$94,030	100%	2011

Natick, St. Paul's						Assistant	\$41,685	100%	2011
Needham, Christ Church	\$517,329	167	177	275	2011	Rector	\$90,143	100%	2012
Needham, Christ Church						Curate	\$51,700	100%	2011
New Bedford, Grace	\$629,277	195	219	332	2011	PIC	\$122,546	100%	2012
New Bedford, Grace						Curate	\$63,618	100%	2011
New Bedford, St. Andrew's	\$116,931	44	40	65	2011	PIC	\$36,000	50%	2011
New Bedford, St. Martin's	\$104,028	33	48	59	2011	Interim	\$15,952	25%	2010
Newburyport, St. Paul's	\$315,940	95	120	169	2011	Rector	\$81,481	100%	2011
Newton Centre, Trinity	\$346,473	35	50	133	2011	Rector	\$98,387	100%	2011
Newton Highlands, St. Paul's	\$185,868	56	77	101	2011	PIC	\$68,498	100%	2011
Newton Lower Falls, St. Mary's	\$364,728	108	100	183	2011	Rector	\$86,605	100%	2012
Newton, Grace	\$354,695	94	96	173	2011	Rector	\$76,389	100%	2010
Newtonville, St. John's	\$165,929	46	43	81	2011	PIC	\$24,329	30%	2011
North Andover, St. Paul's	\$246,841	78	75	128	2011	Rector	\$88,257	100%	2011
North Attleboro, Grace	\$178,242	98	175	145	2011	Rector	\$69,664	100%	2011
North Billerica, St. Anne's	\$179,957	68	91	108	2011	Rector	\$69,350	100%	2012
North Easton, St. Mark's (BCEM)	\$52,184	0	30	30	2010	Co-missioner	\$22,165	33%	2012
Norwood, Grace	\$144,629	60	74	90	2011	Rector	\$33,150	50%	2012
Oak Bluffs, Trinity	\$31,331	0	54	30	2011	summer supply			
Orleans, Holy Spirit	\$543,264	217	242	322	2011	Rector	\$96,845	100%	2012
Osterville, St. Peter's	\$408,898	127	119	209	2011	Rector	\$98,769	100%	2011
Peabody, St. Paul's	\$107,449	47	42	64	2011	Rector	\$48,988	75%	2012
Pepperell, St. David's	\$31,630	0	25	17	2011	PIC	\$27,212	40%	2011
Plymouth, Christ Church	\$344,447	107	145	190	2011	Rector	\$83,000	100%	2012
Provincetown, St. Mary's	\$212,802	64	77	113	2011	Rector	\$78,979	100%	2012
Quincy, Christ Church	\$165,172	72	75	101	2011	Rector	\$64,500	100%	2012

Randolph, Trinity	\$107,027	61	56	73	2011	Rector	\$70,000	100%	2007
Reading, Good Shepherd	\$200,598	91	79	120	2011	Rector	\$46,624	75%	2012
Rockland, Trinity	\$75,453	43	64	59	2011	Rector	\$39,000	60%	2012
Rockport, St. Mary's	\$169,815	72	120	116	2011	Rector	\$79,290	100%	2012
Roxbury, St. Cyprian's	\$174,862	0	120	88	2011	Rector	\$79,309	100%	2012
Roxbury, St. John's and St. James'	\$86,503	37	41	53	2011	Priest/Pastor	\$35,000	50%	2011
Salem, Grace	\$230,400	55	87	117	2011	Rector	\$72,820	100%	2012
Salem, St. Peter's	\$204,101	79	96	122	2011	PIC	\$39,000	66%	2010
Salem, St. Peter's						PIC	\$62,579	100%	2011
Sandwich, St. John's	\$326,665	145	230	225	2011	Rector	\$90,636	100%	2011
Saugus, St. John's	\$189,975	90	85	118	2011	Rector	\$71,675	100%	2012
Scituate, St. Luke's	\$293,103	109	125	169	2011	Rector	\$79,064	100%	2011
Sharon, St. John's	\$48,529	10	12	30	2011	Rector	\$17,072	20%	2012
Shirley, Trinity	\$48,172	19	29	31	2011	Rector	\$27,212	40%	2011
Somerset, Our Savior	\$131,903	66	130	105	2011	Rector	\$35,850	50%	2011
Somerville, Christ Church	\$65,410	6	25	30	2010	PIR	\$19,164	25%	2011
Somerville, St. James'	\$65,486	35	40	46	2009	Interim	\$31,000	50%	2011
South Dartmouth, St. Peter's	\$90,801	15	36	44	2010	Rector	\$64,300	100%	2008
South Weymouth, Holy Nativity	\$186,953	72	96	114	2011	Rector	\$53,100	100%	2011
South Yarmouth, St. David's	\$235,861	147	145	173	2011	Rector	\$61,500	100%	2012
Southborough, St. Mark's	\$321,214	135	170	201	2011	Rector	\$105,000	100%	2011
Stoneham, All Saints'	\$84,513	29	43	50	2011	PIC	\$30,216	50%	2010
Stoughton, Trinity	\$48,356	38	30	76	2011	Rector	\$51,132	100%	2003
Sudbury, St. Elizabeth's	\$454,038	97	134	215	2011	Rector	\$90,000	100%	2012
Swampscott, Holy Name	\$153,828	60	65	90	2011	Rector	\$66,087	100%	2011
Swansea, Christ Church	\$212,032	85	86	123	2011	Rector	\$75,916	100%	2011

Taunton, St. John's (BCEM)	\$76,026	22	42	44	2011	Co-missioner	\$22,165	33%	2012
Taunton, St. Thomas'	\$254,116	117	122	160	2011	Rector	\$59,934	100%	2011
Topsfield, Trinity	\$273,017	91	133	158	2011	Rector	\$99,346	100%	2012
Vineyard Haven, Grace	\$326,427	85	130	171	2011	Rector	\$83,743	100%	2012
Waban, Good Shepherd	\$444,973	108	132	216	2011	Rector	\$111,100	100%	2012
Waban, Good Shepherd						Assistant	\$15,450	25%	2012
Wakefield, Emmanuel	\$157,610	74	80	101	2011	Rector	\$49,000	65%	2012
Walpole, Epiphany	\$184,778	74	109	118	2011	Rector	\$76,102	100%	2011
						Associate	\$10,000	25%	2011
Waltham, Christ Church	\$202,240	71	222	156	2011	Rector	\$76,129	100%	2012
Wareham, Good Shepherd	\$251,642	87	91	138	2011	Rector	\$78,600	100%	2012
Watertown, Good Shepherd	\$130,700	37	39	66	2011	PIC	\$77,650	100%	2012
Wayland, Holy Spirit	\$235,846	41	53	103	2011	Rector	\$94,468	100%	2012
Wellesley, St. Andrew's	\$997,501	322	277	511	2011	Interim	\$96,000	100%	2012
Wellesley, St. Andrew's						Assistant	\$58,000	100%	2011
Wellesley, St. Andrew's						Associate	\$87,602	100%	2011
Wellfleet, St. James'	\$32,849	0	70	31	2011	summer chapel			
West Newbury, All Saints'	\$102,993	18	37	49	2011	Rector	\$32,999	50%	2012
West Roxbury, Emmanuel	\$81,877	17	27	39	2011	PIC	\$15,500	25%	2011
Westford, St. Mark's	\$158,667	51	64	87	2011	Interim	\$20,640	30%	2012
Weston, St. Peter's	\$447,873	108	104	209	2011	Rector	\$87,100	100%	2011
Weston, St. Peter's						Assistant	\$64,245	100%	2011
Westwood, St. John's	\$156,493	72	67	96	2011	Rector	\$69,522	100%	2011
Weymouth, Trinity	\$64,998	32	37	43	2010	Rector	\$24,000	30%	2011
Whitman, All Saint's	\$111,997	52	57	71	2011	Rector	\$43,889	66%	2010
Wilmington, St. Elizabeth's	\$61,955	28	58	47	2011	Rector	\$30,975	50%	2011

Winchester, Epiphany	\$747,149	261	288	415	2011	Rector	\$107,975	100%	2012
Winchester, Epiphany						Curate	\$64,785	100%	2012
Winthrop, St. John's	\$128,380	69	68	87	2010	PIC	\$54,797	75%	2011
Woburn, Trinity	\$80,143	17	41	43	2011	PIC	\$24,000	25%	2012
Wollaston (Quincy), St. Chrysostom's	\$175,204	50	60	91	2011	PIC	\$71,406	100%	2011
Woods Hole (Falmouth), Messiah	\$244,606	75	83	128	2010	Rector	\$78,390	100%	2012
Wrentham, Trinity	\$187,316	82	97	118	2011	PIC	\$64,046	75%	2012

Appendix B Sample Document

Letters of Agreement for Position of Rector

The Diocesan Office for Congregational Development has prepared several model documents, called Letters of Agreement. The copy for the position of Rector is shown on the pages following.

For downloadable and editable versions of all the applicable model Letters of Agreement documents, please go to the Diocesan Website as follows:

Website address: <http://www.diomass.org/>

Then follow this track

Click on “**resources for congregations & clergy**” on the menu to the left

Scroll down and click on “**Document Library**”

Scroll down to the bottom and click on “**Letters of Agreement**”

The following documents are posted:

- Letter of Agreement for Rector
- Letter of Agreement for Assisting Priest
- Letter of Agreement for Priest in Residence
- Letter of Agreement for Interim Priest
- Letter of Agreement for Priest-in-Charge
- Letter of Agreement for Interim Vicar

**Rector's and Congregation's Mutual Letters of Agreement
EPISCOPAL DIOCESE OF MASSACHUSETTS**

LETTER OF AGREEMENT

between

The Rev. _____ and The Vestry of _____
Church,

_____, Massachusetts, which has elected [him/her] to be Rector with the understanding that [his/her] rectorship shall continue until dissolved by mutual consent or by arbitration and decision as provided by Title III, Canon 21 of the Episcopal Church.

The relationship between a Rector and a Vestry is unique, and it evolves within a larger covenant of mutual trust and ministry to each other. The purpose of this Letter of Agreement is to strengthen that relationship by clarifying some of the practical arrangements and to reduce later misunderstandings.¹

Section A – COMPENSATION

1. The Rector's salary will be \$ _____ per annum commencing on or about _____.

The parties agree that the Rector's Total Clergy Compensation ("TCC") will equal \$ _____, including the amount of the Housing Allowance, if applicable, and _____.²

2. Housing³

[Option A - Rector will not live in a Rectory]

The Vestry agrees to adopt annually the necessary resolution required by the Internal Revenue Service designating that portion of the TCC shown above as a Housing Allowance within the meaning of Section 1.107 of the IRS Code.⁴

¹This Letter of Agreement is intended to be negotiated after the Vestry has extended the initial call to the Rector and it should be reviewed annually. The model contains recommended provisions that may be varied according to the particular facts and circumstances. For a part-time Rector, the various sections should be prorated on the basis of a fraction (or percentage), e.g., half-time, three quarters time, etc. Consult the current Diocesan Guidelines for Salaries and Benefits.

²Specify other compensation received by the Rector that may be considered part of TCC. Consult the current Diocesan Guidelines for Compensation and Benefits.

³The model contains two options relative to housing. "Option A" applies to those situations where the Rector will not live in a Rectory. "Option B" applies to those situations where the Rector will live in a church-provided Rectory.

⁴The amount of the TCC designated as a Housing Allowance should be the lesser of (1) the fair rental value for the housing: including furnishings and appurtenances (such as garage) and utilities or (2) the amount the Rector expects to spend on housing.

[Option B - Rector will be living in a Rectory]

The Rector and [his/her] family will live in the church-owned Rectory. The Vestry will be responsible for the following expenses:

- (a) Insurance (and property taxes, if any) on the property;
- (b) Maintenance or replacement of the following appliances:
[Specify, such as refrigerator, dishwasher, etc.];
- (c) Maintenance of the structure(s), renovations or capital improvements;
- (d) [Specify utilities, such as heat, light, water, etc.];
- (e) [Specify other responsibilities].

The Rector and [his/her] family are responsible for good stewardship in regard to the care of the Rectory and will remain responsible for the general care and upkeep such as [specify particular responsibilities].⁵

The Rector is expected to present an annual report to the Vestry on the condition of the Rectory, with particular attention to items requiring maintenance.

3. [Optional] Other Compensation: [Specify, e.g., SECA allowance, equity allowance, etc.].⁶

Section B – PREMIUMS

1. The Vestry will pay the following premiums as required by the Diocese:
 - (a) Church Pension Fund premiums based on the Rector's TCC;
 - (b) The cost of Health Insurance premiums [specify whether individual or family coverage, which includes domestic partners, where applicable].
2. The Vestry will provide the following additional benefits [specify other benefits, e.g., dental, other insurance, life insurance for clergy not eligible for pension, etc. and allocation of premiums].
3. In the event of a total and permanent disability of the Rector, or in the case of the death of the Rector, the following agreements apply:
 - (a) Regarding housing: ____month(s) in Rectory or ____month(s) Housing Allowance, to be negotiated by the Vestry, Warden and the Rector, or Rector's spouse or other designee.
 - (b) Regarding compensation; _____month(s) salary per year of service, up to a maximum of _____month(s).

⁵The specific responsibilities of the Vestry and Rector will depend on the particular facts and circumstances. Once these are determined, they should be delineated with as much specificity as possible.

⁶ Since a Rector while living in a church-provided Rectory will not build any equity in a home, a number of Vestries have agreed to fund an equity allowance through contributions to a tax sheltered 403(b) plan. Such other compensation is includable as TCC.

Section C – EXPENSES

The Vestry agrees to pay for the following expenses incurred by the Rector in fulfilling [his/her] professional duties:

1. Moving: The cost of moving the Rector's family and household goods when the initial call has been accepted
2. Travel: The Vestry agrees to provide the Rector with _____⁷

[Option A: reimbursement for all church-related automobile travel at the current rate established by the IRS (2009=\$.55/mile)]

[Option B: a travel allowance of \$_____per ear adjusted annually for all church-related automobile travel.]

[Option C: an automobile for purposes of church-related travel upon such terms as the Vestry and the Rector shall determine.]
3. Communications: To provide for a telephone in the Rector's office and study. All postage for church business will be included in the parish budget.
4. Office: All necessary office furniture, equipment and supplies will be paid by the parish, the amount to be established in the annual budget.
5. Discretionary Fund: A fund will be provided for charities and expenditures at the discretion of the Rector in accordance with the Diocesan Guidelines for Clergy Discretionary Funds, the amount to be established in the annual budget.
6. Guests and Hospitality: The Rector will be reimbursed for the reasonable costs of hospitality and entertainment on behalf of the parish, the amount to be established in the annual budget.
7. Professional Fees: Dues of the Rector to the Massachusetts Episcopal Clergy Association and other professional associations, the cost of the annual Clergy Conference with the Bishop, and the cost of professional periodicals, the amount to be established in the annual budget.
8. Continuing Education: The amount of \$_____ annually to support the Rector's continuing education. The Rector is expected to make an annual report to the Vestry and/or parish on his continuing education work.
9. The cost of pulpit supply and pastoral services: when the Rector is absent from the parish; the amount to be established in the annual budget.

⁷ Specify whether the Rector will receive (1) travel reimbursement and, if so, the rate of reimbursement, (2) an annual allowance or (3) an automobile. Note IRS reimbursement 2011 + \$.51/mile

Section D - LEAVE TIME⁸

The Vestry agrees that the Rector shall have the following periods of leave at full pay:

1. _____ month(s) of vacation per year, including Sundays, plus[_____].⁹
2. _____ weeks per year (in addition to vacation time) for continuing education and career development.
3. Paid Sabbatical Leave: The Priest is eligible for 3 months of sabbatical leave for every 5 years of parish ministry, for the purpose of renewal, study, travel, and continued spiritual growth. *[Congregations may wish to adapt this period to fit their needs, or the needs of their clergy. For example, a Priest may wish to have a longer leave after a longer number of years of service, or may wish to have shorter leaves after fewer years.]* Applications for diocesan support from the bishop's Clergy Sabbatical Program can be obtained from the Department of Canonical Ministries.

Planning for the Priest's sabbatical shall begin at least nine months prior to the first day of the leave. The Priest and Vestry shall agree to the form this planning shall take. Both the Priest and Vestry will participate in this planning, which shall include financial information and activity information about the sabbatical, provisions for congregational life and continuity, and clergy support during the Priest's absence.

4. The Rector is expected and encouraged to participate in Regional, Diocesan and National Church responsibilities as well as community endeavors. Further, time given to such work shall be understood as an integral part of the Rector's ministry in the parish.¹⁰
5. [Specify other leaves.]

Section E - SUPPLEMENTARY COMPENSATION

The disposition of wedding, funeral and other fees will be determined in conjunction with the Vestry.

The following understanding has been reached between the Rector and the Vestry concerning the income the Rector may receive performing [specify].

Section F - USE OF BUILDINGS

In addition to his/her use and administration of parish buildings for the discharge of his/her duties, the Rector shall have the right to grant use of the buildings to individuals or groups from outside the parish under general conditions to be determined in conjunction with the Vestry.

⁸ Currently, one month of vacation per year and one week of continuing education/career development per year are the recommended minimum. Additional time off for clergy retreat is strongly encouraged.

⁹ Specify additional leave, e.g., amount of time after Christmas, amount of time after Easter and amount of other time as agreed upon with the Wardens.

¹⁰ Other such leave may include parental leave in the event of childbirth or adoption. Consult current Diocesan Guidelines on Compensation and Benefits

Section G - REGULAR PARISH GOAL SETTING

The Rector and Vestry will review the mutual ministry of the parish, vestry, and clergy on or about _____ (in no event more than one (1) year) from the Rector's assumption of his/her duties based on goals and expectations set at the time of the call of the new Rector. Subsequently, periodic reviews (every year or two years) will be scheduled. These reviews for goal setting will cover the following items:

1. What are the mission and goals of the parish as presently understood?
2. What are the roles and tasks of the parish leaders (Rector, Vestry members, and others) in accomplishing the goals?
3. How well have the previously set goals been met?
4. What goals and expectations will be set for the next period in the life of the parish?

Finally, this Letter of Agreement will be revised as desired with the mutual consent of Rector and Vestry, and at any rate shall reviewed and revised no later than _____.

Section H – STATEMENT OF NON-DISCRIMINATION

In accordance with diocesan and national church principles, this congregation will not discriminate on grounds of age, race, gender, sexual orientation, marital status, or disability. ¹¹

¹¹ Since the 2001 Report to Convention, the Compensation and Benefits Committee has included this option to reflect the concerns of both the Diocese and National Church as reflected in a variety of resolutions presented in their respective conventions.

PARISH SIGNATURES

Date: _____ Rector: _____

Approved by the Vestry on (date): _____

Warden: _____

Warden _____

Clerk _____

BISHOP'S SIGNATURE

Reviewed by the Bishop:

Date: _____

Bishop: _____

Appendix C

Priests in Campus Ministry

Except for the following changes to the Standard TCC for Priests in Campus Ministry for the three ministry levels, this document is unchanged from that previously published in the Guidelines for 2007 -2012.

- Campus Ministry A — TCC Standard \$65,055
- Campus Ministry B — TCC Standard \$73,872
- Campus Ministry C — TCC Standard \$86,468

The complete document can be viewed and downloaded from the Diocese of Massachusetts web site in the electronic version of the Guidelines for 2013:

Please go to the Diocesan Website as follows:

Website address: <http://www.diomass.org/>

Then follow this track

Click on “**resources for congregations & clergy**” on the menu to the left

Scroll down and click on “**Document Library**”

Scroll part way down, and click on “**Compensation and Benefits Resources for Parishes**”

Finally, click on “**Compensation and Benefits Guidelines for 2013**”

Appendix D

Model Personnel Handbook

An editable version of this document can be downloaded from the Diocese of Massachusetts web site as follows:

Please go to the Diocesan Website as follows:

Website address: <http://www.diomass.org/>

Then follow this track

Click on “**resources for congregations & clergy**” on the menu to the left

Scroll down and click on “**Document Library**”

Scroll part way down to “**Compensation and Benefits Resources for Parishes**”

Finally, click on “**Model Personal Handbook for Parishes**”

XYZ PARISH

Model Personnel Handbook

Introduction

This Personnel Handbook provides information relative to the personnel practices, compensation and benefits of **XYZ Parish** applicable to lay staff.¹

XYZ Parish reserves the right to add, modify or change any practice at any time without prior notice. This handbook supersedes any prior handbooks, manuals, policies and procedures issued previously by **XYZ Parish**.

Lay staff of **XYZ Parish** are employees-at-will and may be terminated at any time, with or without cause, and without prior notice.

[The introduction may include also a message from the rector, a history of the Parish or other descriptive comments about the Parish.]

PERSONNEL ADMINISTRATION

A. Responsibility of Rector

¹ *Instruction: This model personnel handbook has been prepared in response to the Compensation and Benefits Committee's 2006 Survey of Lay Staff Guidelines, Benefits and Personnel Policies that shows there is a need at the congregational level for education and guidance in the areas of personnel administration, compensation and benefits for lay staff.*

The model personnel policies handbook contains suggested policies relative to subjects generally covered by written employment-related policies. Italicized instructions contained in footnotes and within brackets in suggested policies, which are to be deleted from the final document, have been inserted to provide guidance and other information to assist in the preparation of a personnel handbook for the congregation. While many of these suggested policies are appropriate notwithstanding the size of the congregation, it is intended to be used by the congregation as a resource and guide in developing employment policies for lay staff based on its particular needs and circumstances, consistent with applicable state and federal laws. In some instances suggested alternative or optional language is offered.

Generally clergy have letters of agreement that incorporate the terms and conditions of their employment, which also are covered in the Diocesan Compensation and Benefits Committee guidelines applicable to clergy. However, the handbook may be expanded to include policies applicable specifically to clergy, as well as policies common to both clergy and lay staff.

Although Diocesan staff and members of the Committee are available to provide assistance to a congregation in developing its own personnel handbook, the final determination relative to the scope, form and content of policies applicable to its clergy and lay staff ultimately is the responsibility of the congregation.

The Rector is responsible for personnel administration, including the hiring and supervision of lay staff, who are accountable to the Rector. In periods of transition, the interim priest and wardens are responsible for personnel administration.

B. Personnel Committee

The Personnel Committee, which consists of [*Instruction: describe composition, including number of members, ex officio members by title or by whom appointed, e.g., wardens, vestry or rector*] is responsible for the following: (1) serve as an advisor to the rector in employment-related matters, including hiring, discipline and termination, and the administration and interpretation of personnel policies and practices; (2) periodic review of personnel policies and practices, including the personnel handbook and recommendations to the vestry for changes, as appropriate; (3) periodic review of compensation and benefits for lay staff, including individual adjustments and recommendations to the vestry, as appropriate; (4) development of job descriptions for lay staff; and (5) such other matters that may be delegated by the wardens and/or vestry.²

C. Equal Employment Opportunity Policy

XYZ Parish is committed to providing equal opportunity for all employees and applicants without regard to race, color, sex, sexual orientation, age, national origin, disability or veteran status. **XYZ Parish's** policy regarding equal employment opportunity applies to all aspects of employment, including recruitment, hiring, job assignments, promotions, working conditions, scheduling, benefits, wage and salary administration, disciplinary action, termination, and social, educational and recreational programs.

Except where the position could affect or relate to the religious principles or doctrines of the Episcopal Church, this policy of equal opportunity shall also be applied without regard to religious beliefs.

XYZ Parish will not tolerate any form of discrimination and all employees are expected to cooperate fully in implementing this policy. If an employee believes this policy has been violated, the matter immediately should be reported to the Rector and/or appropriate person at **XYZ Parish**.

Anti-Harassment Policy

XYZ Parish is committed to maintaining a working environment that is free from sexual harassment and other types of discriminatory harassment. **XYZ Parish's** commitment begins with the recognition and acknowledgment that such harassment is, of course, unlawful. To reinforce this commitment, **XYZ Parish** has developed a policy against harassment and a reporting procedure for employees who have been subjected to

² *Instruction: Establishment of a personnel committee is recommended without regard to the size of a congregation.*

or witnessed harassment. This policy applies to all work-related settings and activities, whether inside or outside the workplace, and includes business trips and **XYZ Parish**-related events. **XYZ Parish** systems and equipment (e.g. telephones, voice mail, copy machines, facsimile machines, computers, and computer applications such as e-mail and Internet access) may not be used to engage in conduct that violates this policy.

XYZ Parish's policy against harassment covers employees. If an employee experiences inappropriate conduct by someone who may have business with the **XYZ Parish** (e.g., vendors, contractors), such behavior should be reported.

Prohibition of Sexual Harassment

XYZ Parish's policy against sexual harassment prohibits sexual advances or requests for sexual favors or other physical or verbal conduct of a sexual nature, when: (1) submission to such conduct is made an express or implicit condition of employment; (2) submission to or rejection of such conduct is used as a basis for employment decisions affecting the individual who submits to or rejects such conduct; or (3) such conduct has the purpose or effect of interfering with an employee's work performance or creating an intimidating, hostile, humiliating, or offensive working environment.

While it is not possible to list all of the circumstances, which would constitute sexual harassment, the following are some examples: (1) unwelcome sexual advances -- whether they involve physical touching or not; (2) requests for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment; or (3) coerced sexual acts.

Depending on the circumstances, the following conduct may also constitute sexual harassment: (1) use of sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life; (2) sexually oriented comment on an individual's body, comment about an individual's sexual activity, deficiencies, or prowess; (3) displaying sexually suggestive objects, pictures, cartoons; (4) unwelcome leering, whistling, deliberate brushing against the body in a suggestive manner, sexual gestures, suggestive or insulting comments; (5) inquiries into one's sexual experiences; or (6) discussion of one's sexual activities.

It is also unlawful and expressly against **XYZ Parish's** policy to retaliate against an employee for filing a complaint of sexual harassment or for cooperating with an investigation of a complaint of sexual harassment.

Prohibition Against Other Types of Discriminatory Harassment

It is also against **XYZ Parish's** policy to engage in verbal or physical conduct that denigrates or shows hostility or aversion toward an individual because of his or her race, color, gender, religion, sexual orientation, age, national origin, disability, or other protected category (or that of the individual's relatives, friends, or associates) that: (1) has the purpose or effect of creating an intimidating, hostile, humiliating, or offensive

working environment; (2) has the purpose or effect of interfering with an individual's work performance; or (3) otherwise adversely affects an individual's employment opportunities.

Depending on the circumstances, the following conduct may constitute discriminatory harassment: (1) epithets, slurs, negative stereotyping, jokes, or threatening, intimidating, or hostile acts that relate to race, color, gender, religion, sexual orientation, age, national origin, or disability; and (2) written or graphic material that denigrates or shows hostility toward an individual or group because of race, color, gender, religion, sexual orientation, age, national origin, or disability and that is circulated in the workplace, or placed anywhere in **XYZ Parish's** premises such as on an employee's desk or workspace or on **XYZ Parish's** equipment or bulletin boards. Other conduct may also constitute discriminatory harassment if it falls within the definition of discriminatory harassment set forth above.

It is also against **XYZ Parish's** policy to retaliate against an employee for filing a complaint of discriminatory harassment or for cooperating in an investigation of a complaint of discriminatory harassment.

Reporting of Harassment

If an employee of **XYZ Parish** believes that he or she has experienced or witnessed sexual harassment or other discriminatory harassment by any employee of **XYZ Parish**, the employee should report the incident immediately to his or her supervisor, the Rector or other appropriate person. Possible harassment by others with whom **XYZ Parish** has a business relationship, including contractors and vendors, should also be reported as soon as possible so that appropriate action can be taken. Although reports may be made verbally, employees are strongly encouraged to make any reports of sexual harassment or other discriminatory harassment in writing. Doing so can assist in the investigation process.

XYZ Parish will promptly and thoroughly investigate all reports of harassment as discreetly and confidentially as practicable. Generally the investigation will include a private interview with the person making the report of harassment. Also it may be necessary to discuss allegations of harassment with the accused individual and with other employees. **XYZ Parish's** goal is to conduct a thorough investigation, to determine whether harassment occurred, and to determine what action to take against an offending individual. To the extent feasible, only individuals whom **XYZ Parish** determines have a need to know will be informed of the allegations in which circumstances they will be requested to treat the matter confidentially.

XYZ Parish determines that a violation of this policy has occurred, appropriate disciplinary action will be taken against the offending party, which may include counseling, warning, transfer, suspension, and termination. Employees who report violations of this policy and employees who cooperate with investigations into alleged violations of this policy will not be subject to retaliation. Upon completion of the investigation, **XYZ Parish** will inform the employee who made the complaint of the

results of the investigation.

Safe Church Training

As a condition of employment, **XYZ Parish** requires all employees to complete within the first 12 months of employment a Sexual Misconduct Awareness Education Program sponsored by the Diocese or submit written proof that the employee has participated in a similar program through a previous employer. In addition, all employees must be knowledgeable about the **XYZ Parish** safe church policies and, in particular, report any suspicion of misconduct as outlined in (Name of Parish Safe Church Document)

D. Employee Definitions

XYZ Parish places employees into several classifications for purposes of employment, compensation, administration of benefits and other personnel matters, as follows:

FULL-TIME EMPLOYEE: Employees who regularly are scheduled to work at least ___ hours per week are considered full-time employees. An employee's eligibility for certain benefits may depend on his or her classification as a full-time employee.³

PART-TIME EMPLOYEE: Employees who regularly are scheduled to work less than ___ hours per week are considered part-time employees. Part-time employees may be eligible for some, but not all employee benefits. Employees who regularly are scheduled to work less than ___ hours per week are not eligible for benefits.

TEMPORARY EMPLOYEE: Employees who are employed for a limited period of time, not to exceed ____, or for a special project regardless of the number of hours worked are considered temporary employees. Temporary employees are not eligible for benefits, except for paid holidays if normally they are scheduled to work on the holiday.

ON-CALL EMPLOYEE: Employees who work as needs arise and as his or her own schedule permits are considered on-call employees. On-call employees are not eligible for benefits.

³ *Instruction: Generally an employee who regularly is scheduled to work 40 hours per week or 8 hours each day, including a paid or unpaid lunch period, is considered a full-time employee, and an employee who regularly is scheduled to work less than 40 hours per week is considered a part-time employee. However, some employers may define full-time employment for benefit purposes (e.g., vacation, holidays, personal days, sick leave, health insurance, etc.) based on a lesser number of hours. For example, under the policies applicable to lay staff of the Diocese, an employee who regularly is scheduled to work 30 or more hours per week is considered a full-time employee for benefit purposes; a part-time employee who regularly is scheduled to work between 20 and 29 hours per week is eligible for prorated benefits; and a part-time employee who work less than 20 hours is not eligible for benefits. Under Massachusetts Law, the Massachusetts Health Connector contains mandates for employers with 11 or more full-time equivalent employees, which is defined as an average of 35 hours weekly based on the period from October 1 to September 30. (See CBC Guidelines, p.11)*

Exempt and Non-exempt

In accordance with federal and state wage and hour laws all positions at **XYZ Parish** are classified as as either EXEMPT or NON-EXEMPT.

EXEMPT employees include professional, executive and administrative employees as defined by federal and state law who are paid a salary for all hours worked. Exempt employees are not eligible to receive overtime pay for work performed beyond their normal work schedule.

NON-EXEMPT employees are those who are covered by the minimum wage and overtime provisions as defined by federal and state law. A non-exempt employee will receive overtime pay at the rate of time and one-half the employee's regular straight-time rate for all hours worked in excess of 40 hours in the employee's work week.⁴

A non-exempt employee may not be granted compensatory time off in lieu of overtime pay except during the same work week in which the overtime hours are worked.⁵

Regardless of an employee's classification, all employees at **XYZ Parish** are employed at-will. Either you or the **XYZ Parish** may terminate your employment at any time and for any reason.

E. Work Schedules

The **XYZ Parish's** office normally is open [*designate days and hours*]. The individual schedule of an employee will be determined by the employee's supervisor based upon the needs of the Parish.

F. Introductory Period

The first ___ days of employment at **XYZ Parish** are considered an introductory period during which the employee and **XYZ Parish** have the opportunity to consider and

⁴ *Instruction:* Under federal and state law, a non-exempt employee must be paid time and one-half the employee's regular straight-time hourly rate for all hours worked in excess of 40 hours in a work week. However, some employers choose, but are not required, to include paid time off (e.g., holiday pay, sick leave pay, vacation pay, etc.) in the calculation of hours worked for overtime purposes. Also some employers, including the Diocese, choose to pay overtime pay for all hours worked in excess of the employee's normal work schedule if less than 40 hours.

⁵ *Instruction:* Compensatory time-off in another workweek in lieu of overtime pay is prohibited under federal and state law. For example, an employee who works two extra hours on Monday may be permitted to take two hours off later that week (with supervisory approval), but may not be granted two hours of compensatory time off in lieu of overtime pay during the week following the week in which the overtime hours are worked.

evaluate the suitability of the placement and the adequacy of the job performance. The introductory period may be extended if it is determined that additional time is justified to evaluate an employee's suitability and job performance.⁶

G. Performance Evaluations

An employee's performance will be reviewed at the conclusion of the employee's introductory period and annually thereafter upon the employee's anniversary date of employment. Performance reviews may be held more frequently if an employee's job classification or performance changes significantly or if it is determined that more frequent reviews may be necessary or helpful. In addition, the employee's supervisor may informally discuss his/her performance with the employee at any other time. The employee should also feel free to discuss his/her performance with his/her supervisor at any time.⁷

[Instruction: Optional Language: Ordinarily, the employee and his/her supervisor each will prepare notes evaluating the employee's performance during the period to be evaluated and meet to discuss and address any issues raised by either the employee or supervisor. The supervisor will then prepare a written evaluation, which will be reviewed and signed by the employee and his/her supervisor, and placed in the employee's personnel file. The employee will receive a copy of the final signed evaluation for his/her own records.]

*Performance reviews are an evaluation of how well an employee has performed his/her work. Performance reviews provide the employee and supervisor with an opportunity to review what the employee has accomplished and to identify areas for growth. Among the factors that may be addressed in the performance review are the employee's quality and quantity of work; job knowledge and skill; attitude about his/her job, **XYZ Parish** and other employees; ability to work cooperatively; compliance with **XYZ Parish** standards and policies; and dependability, enthusiasm and attendance.*

*If an evaluation should lead to dismissal, it will be reviewed by the Rector of **XYZ Parish** or the Personnel Committee or other appropriate parties. A memorandum documenting the review will be attached to the evaluation placed in the employee's file and a copy will be provided to the supervisor and the employee.]*

H. Termination

An employee may elect voluntarily to terminate his/her employment with **XYZ Parish**. In the event of a voluntary termination, the employee is requested to submit a

⁶ *Instruction: Generally the length of an introductory period will vary depending upon the level of skills required and the complexity of the duties and responsibilities of the position. Typically the introductory period for a position involving few or minimal skills will range from 30 - 90 days, and up to 6 months if the position involves extensive skills and complexity. However, in determining the appropriate length of an introductory period, it must be taken into account that fully evaluating an employee's dependability, including punctuality and attendance, is as important and may require more time to evaluate than the skills and ability to perform the job alone will require to evaluate.*

⁷ *Instruction: Generally employers will review an employee's performance at the conclusion of an introductory period following the employee's initial employment (see p. x) and annually thereafter. The annual evaluation may occur on the employee's anniversary date or at a fixed time for all employees such as at the end of the calendar year or mid-year.*

written letter of resignation at least two weeks prior to the effective date of the employee's resignation.

In some circumstances, **XYZ Parish** may decide to terminate involuntarily an employee's employment (i) due to performance or disciplinary reasons; or (ii) due to lack of work or elimination of the employee's position. In the event of involuntary termination, **XYZ Parish** will endeavor to provide reasonable notice except that in the event of involuntary termination due to performance or disciplinary reasons, the termination may be effective immediately.

I. Job Openings

Open positions will be posted internally and advertised in external publications as appropriate for the position. Postings will include a description of the essential duties and responsibilities and the qualifications considered necessary for the position. Positions will be filled on the basis of qualifications such as education, training, experience, ability, skills and other relevant qualifications. Current employees who apply for the position within the specified time will be considered. All candidates will be notified when a decision is made.

J. Personnel Records

XYZ Parish maintains personnel records for each of its employees and makes every effort to ensure that the information contained in these records is accurate and up-to-date. An employee must inform **XYZ Parish** of any changes in address, telephone number, marital/domestic partner status or number of dependents. Receipt of mailings from **XYZ Parish**, tax information, and insurance benefits may be affected by inaccurate information.

Only the Rector or others who have a staff-related need for information may inspect the files of parish employees. The Rector must approve such an inspection.

Upon written request, an employee may inspect his/her personnel records as defined by Massachusetts Law and request copies of such records. All such inspections must be conducted in the presence of the Rector at a mutually convenient time. If, upon inspection, the employee believes that the information in his/her file is incomplete, inaccurate, or irrelevant, the employee may submit a written request to the Rector to have the file revised. If the request is not granted, the employee may place a statement of disagreement in the file.

An employee who wishes to change his/her benefit coverage or beneficiary must contact the Rector or designee so that proper forms can be completed.

K. Job Descriptions

A written job description is prepared for each position and reviewed periodically as a guide in selecting personnel, assigning and evaluating responsibilities, assessing performance and salary scales, and determining reasonable accommodations.

L. Hiring of Relatives

Employees may not make or be involved in decisions to hire relatives (such as spouses, parents, siblings, grandparents, children, nephews, nieces and/or another who is in any way related to the employee or who makes their home with the employee) to work directly with them for pay. Relatives may be recommended to other supervisors for hire.

M. Volunteering

Employees may volunteer at any **XYZ Parish** event by contacting the Rector or the appropriate person involved in an particular event. It should be understood that any and all volunteer time is for the employee's personal benefit and satisfaction and that he/she will not be compensated. The employee's employment with **XYZ Parish** will not be affected in any way, either positively or negatively, by the employee's decision whether or not to volunteer his/her time.

N. Open Door Policy

XYZ Parish encourages open and frank discussion between staff, the Rector and lay leadership to avoid or resolve problems and complaints. It is **XYZ Parish's** policy to provide open communication necessary for better understanding and for action, when appropriate.

Whenever an employee has a question, problem or concern relating to his/her employment situation, the employee first should discuss the question or concern with the employee's immediate supervisor.

If the question, problem or concern persists, the employee may request a meeting with the Rector. A conclusion and decision should be reached at this meeting or within a reasonable period of time thereafter.

If the employee remains dissatisfied, the employee may request a review of the facts and actions by the Rector. The decision shall be final.⁸

O. Confidentiality of Information

All records and information of **XYZ Parish** relating to the parish, its parishioners or employees are considered confidential. No parishioner or parish-related information, including documents, notes, files, records, oral information, computer files or similar materials may be removed from the premises or disclosed to anyone without permission from the Rector except in the ordinary course of performing duties on behalf of the parish. Employees who are unsure about the confidential nature of specific information must ask the Rector for clarification. Employees will be subject to appropriate

⁸ *Instruction: If there is a personnel committee it may be designated as the final level of review.*

disciplinary action, up to and including dismissal, for knowingly or unknowingly divulging confidential information.

COMPENSATION

A. Compensation

The standard for compensation for positions at **XYZ Parish** is based upon the duties, responsibilities and requirements of the position, including education and skills, and takes into account rates of pay for comparable positions in the local area.

B. Payroll

New employees are asked to provide information for payroll purposes, an I-9 (Employment Verification Form) and a W-4 Employee Withholding Certificate. It is important that the **XYZ Parish** office receive any changes to these documents in a timely manner (e.g. number of exemptions, address, etc.).

Weekly payroll: Paid each [*Instruction: designate day of week*]. Any changes to payroll information must be submitted to the **XYZ Parish** office by [time of day]. every [*designate day of week*].

Monthly payroll: Paid the [*Instruction: designate day and week of each month.*] Any changes to payroll information must be submitted to the **XYZ Parish** office by [time of day] the preceding [*Instruction: designate day of week*].

An employee may elect for direct deposit of his/her pay.

An employee who wishes to have a regular payroll check drawn prior to vacation departure, must be notify the **XYZ Parish** office by [*Instruction: designate time of day*]of the [*Instruction: designate day of the week*] prior to departure.

C. Payroll Deductions

XYZ Parish is required by law to make certain deductions from all paychecks. Social Security (FICA) is deducted along with federal and state taxes for all lay employees. Federal and state taxes are deducted for clergy employees if they so request. At the beginning of each year, all employees will receive a W-2 Form showing the total earnings for the previous year as well as the total amount of taxes withheld. In order to change the number of exemptions claimed, employees must complete a revised W-4 form and submit it to the **XYZ Parish** office. In addition to deductions required by law, other deductions may be taken for benefit programs in which employees choose to participate, such as dental insurance or 403(b) contributions. The **XYZ Parish** office will be able to answer questions regarding these deductions.

D. Job Expenses and Reimbursement

Employees will be reimbursed for regular and customary business expenses. If an employee has reimbursable expenses, the employee must submit monthly expense statements, along with receipts, showing the amount expended and the reason for each expense, for approval by _____ before payment is made.

BENEFITS

A. Vacation

Accrual

XYZ Parish recognizes that employees need a period of time for rest and relaxation. Accordingly, all full-time and eligible part-time employees may accrue paid vacation commencing with their date of hire, as follows:

Full-time employees will accrue paid vacation each pay period according to the schedule below:

<u>Years of Service</u>	<u>Accrual Per Month</u>	<u>Maximum Accrual</u> ⁹
0 - 2	0.833 day	10 days
3- 4	1.25 days	15 days
5 and over	1.67 days	20 days

Part-time employees who normally are scheduled to work __ hours or more per week will accrue vacation on a pro-rata basis. Employees who are regularly scheduled to work less than __ hours per week are not eligible for paid vacation.

Employees are encouraged to use all vacation during the calendar year in which it accrues. However, accrued, unused days may be carried over into the following year but must be used within the first quarter (January 1st – March 31st) of that following year or the carried over days will be forfeited.

Vacation Pay

⁹ *Instruction: There are various methods of accrual of vacation, which is a matter of employer choice based on local practices in common occupations. The method shown above in which an employee accrues vacation on a monthly basis is a common method that is used by the Diocese and is relatively easy to administer. In particular, it avoids the potential for misunderstandings over entitlement because it is earned as the employee works and is available to be used as it is earned. Other methods include granting the full vacation allowance following the year in which it accrues, for example, an employee will receive two weeks vacation on January 1 for continuous service over the preceeding year. Under this method, the employee will not be able to use any vacation accrued during the prior year until January 1, unless it is granted in advance.*

One day's vacation for a full-time employee shall be equal to the number of hours in the employee's normal work day times the employee's regular hourly rate. One day's vacation for a part-time employee shall be equal to one-fifth the number of hours in the employee's normal work week times the employee's regular hourly rate.

Scheduling

Although vacation accrues from an employee's date of hire, vacation may not be taken until the employee has completed ___ months of employment. An employee who is terminated prior to completion of ___ months of employment will not be entitled to payment for any accrued vacation pay upon termination.¹⁰

Vacations will be scheduled in a manner that accommodates both **XYZ Parish's** need to have adequate coverage in all positions at all times and employees' vacation schedules. Vacation requests shall be granted, insofar as practical, taking into account the needs of **XYZ Parish** and the wishes of the individual employee. Such requests should be submitted to [*designate individual by title*].

B. Holidays

XYZ Parish observes the following holidays as paid holidays:¹¹

New Year's Day	Labor Day
Martin Luther King, Jr.'s Birthday	Columbus Day
President's Day	Veterans' Day
Patriot's Day	Thanksgiving Day
Memorial Day	Day after Thanksgiving
Independence Day	Christmas Day

When any of these holidays fall on a weekend, it will be observed either on the preceding Friday, or the following Monday, as determined by **XYZ Parish**.

Full-time employees will receive holiday pay for each of the above holidays. Holiday pay shall be equal to the number of hours in the employee's regular work day times the employee's regular straight-time hourly rate.

¹⁰ *Instruction: The threshold established by many employers for entitlement to paid vacation and/or for payment of unused accrued vacation upon termination is completion of the introductory period. (See Introductory Period, p. x)*

¹¹ *Instruction: The holidays listed in the model policy above include all holidays officially celebrated in Massachusetts with the exception of Evacuation Day (March 17) and Bunker Hill Day (June 17), which are officially celebrated only in Suffolk County. The day after Thanksgiving is not an official holiday, but often granted by employers, sometimes in exchange for working on another holiday that is not widely celebrated, for example, Patriot's Day.*

To be eligible for holiday pay, part-time employees must be regularly scheduled to work on the holiday. Holiday pay for part-time employees shall be equal to one-fifth the number of hours in the employee's regular work week times the employee's regular straight time hourly rate.

Part-time employees, who regularly are scheduled to work less than ___ hours per week and temporary employees are not eligible for paid holidays.

An employee who is required to work on a holiday will be paid his/her regular pay in addition to holiday pay or will be allowed to schedule another day off in lieu of the holiday.

C. Sick Leave

A full-time employee shall accrue sick leave at the rate of ____ days for each month actually worked, not to exceed ___ days per calendar year, for absences from work due to illness or the illness of others in the employee's care or for the employee's doctor or dentist appointments. An eligible part-time employee shall accrue sick leave on a prorated basis. [*Instruction: Alternative: A part-time employee is not eligible for sick leave.*] ¹²

Paid sick leave is provided by **XYZ Parish** to protect the employee from incurring a loss of pay for scheduled time off due to illness or injury. Abuse of sick leave and/or excessive absenteeism may be grounds for disciplinary action, up to and including termination of employment.

The employee must inform **XYZ Parish** office prior to the opening of business he/she will be absent from work due to illness. **XYZ Parish** reserves the right to require appropriate medical documentation of illness.

Unused sick leave may not be carried over to the following calendar year.¹³

¹² *Instruction: The definition of a part-time employee (see Employee Definitions, p. x) allows for establishing a threshold for the number of hours regularly scheduled to work per week for determining eligibility for benefits. If such a threshold is established, use of "eligible part-time employee" refers to such part-time employees. However, it also may be expressed as "A part-time employee who regularly is scheduled to work ___ hours or more per week shall accrue sick leave on a prorated basis." For example, if a full-time employee accrues one day of sick leave for each month actually worked, a part-time employee regularly scheduled to work 20 hours per week would accrue a half a day per month actually worked.*

¹³ *Instruction: As an incentive to conserve the use of sick leave and/or safeguard against longer term illnesses, some employers allow employees to carry over from one calendar year to the next some portion of unused sick leave, which may be expressed, as follows: "An employee may carry over to the next calendar year up to five unused sick leave days."*

Other employers allow employees to accumulate unused sick leave up to a maximum, which may be expressed, as follows: "Unused sick leave may be accumulated to a maximum of 30 days."

Employees will not be paid for unused sick days upon termination.

D. Personal Days

Full-time employees and part-time employees who regularly are scheduled to work ___ or more hours per week will receive ___ days per calendar year to be used for personal business that cannot be attended to outside normal work hours. Personal days must be scheduled in advance.

Employees may not carry over personal days into the following calendar year and will not be paid for unused personal days upon termination.¹⁴

E. Bereavement Leave

In the event of a death in the immediate family of any employee, **XYZ Parish** will grant leave up to three (3) days, with pay equal to the employee's normal straight-time wages for each of these days which would be a normally scheduled workday of such employee and on which he/she would have otherwise worked, but not in excess of three (3) days' pay, to permit the employee to attend the funeral and take care of other matters in connection with the death.

For the purpose of funeral leave, immediate family shall mean father, mother, step father, step mother, father-in-law, mother-in-law, sister, brother, child, step child, spouse, domestic partner, grandparents, grandchildren or member of the immediate household.

F. Jury Duty

If an employee is called for jury duty, **XYZ Parish** will pay the difference between the employee's normal straight-time wages and the amount the employee receives from the court for all times he/she is absent for this reason during his normally scheduled workday. To be eligible for payment of jury duty pay, the employee must notify his supervisor promptly after receipt of his selection for jury duty, must give at least twenty-four (24) hours' notice of intended absence (unless a reasonable explanation is given for not complying with this requirement) and must furnish a written statement from the appropriate court official showing the date and time served and the amount of pay received.

However, if employees are allowed to carry over or accumulate sick leave days, generally employees are not be paid for unused days upon termination.

¹⁴ *Instruction: Some employers combine sick leave and personal days or allow employees to use a limited number of sick leave days for personal reason, which may be expressed, as follows: "An employee may use two sick leave days per calendar year for personal business that cannot be attended to outside normal work hours. Use of sick leave for personal business must be scheduled in advance."*

G. Time Off to Vote

On days when elections are scheduled for state, county, city or town offices in the town in which the employee lives, schedules will be adjusted if necessary to allow the employee time to vote. Employees will need to inform clergy in advance if they expect any conflict between their work schedule and exercising their right to vote.

H. Parental Leave

A minimum eight-week paid parental leave will be granted for purposes of child birth, adoption or caring for a child following birth or adoption. However, additional paid or unpaid leave is encouraged based on individual facts and circumstances.¹⁵

I. Medical and Other Leaves of Absence

Unpaid leaves for medical or other personal reasons will be granted by **XYZ Parish** for good and sufficient reasons.¹⁶

J. Health Insurance

Full-time employees and part-time employees who regularly are scheduled to work __ or more hours per week are eligible to participate in the **XYZ Parish** group health insurance plan. Currently, **XYZ Parish** pays the full premium for employees who regularly are scheduled to work __ or more hours a week. Employees who are eligible for health insurance are required to pay a portion of the premium. Employees are covered from the date of hire, provided they enroll within 60 days of that date.

¹⁵*Instruction: It is the policy of the Diocese that a minimum eight-week paid parental leave will be granted for purposes of child birth, adoption or caring for a child following birth or adoption. (See CBC 2009 Guidelines, p.11) However, additional paid or unpaid leave is encouraged based on individual facts and circumstances.*

If applicable, all congregations also must comply with state or federal law.

Massachusetts Law (M.G.L., c105D) requires that employers with six or more employees grant up to eight weeks leave without pay for purposes of child birth or adoption to an employee who has completed a probation period or been employed for at least three consecutive months as a full-time employee. The Federal Family and Medical Leave Act (FMLA) requires that employers with 50 or more employees grant up to 12 weeks leave without pay within a twelve-month period for purposes of child birth, adoption or caring for a child following birth or adoption or in the event of a serious illness of the employee, spouse or parent (and maintain paid health benefits for the duration of such leave) to an employee who has completed a year of employment and worked a minimum of 1250 hours over the previous 12 months.

¹⁶*Instruction: If applicable, a congregations also must comply with state or federal law relative to medical, e.g., Federal Family and Medical Leave Act (FMLA), Small Necessities Leave Act, and military leaves.*

[Instruction: If applicable, include appropriate description of other benefits, e.g., Dental Insurance, Domestic Partner Benefits, Flexible Benefits Plan, Life Insurance, Short Term Disability, Long Term Disability Insurance, Lay Pension Plan, 403(b) Tax Sheltered Annuity, Educational Reimbursement, etc.]

K. Worker's Compensation

Any employee who sustains a work-related illness or injury may be eligible for workers' compensation. Eligibility for benefits will be determined by **XYZ Parish's** workers' compensation insurer and/or the Department of Industrial Accidents. All employees should immediately report a work-related injury to the **XYZ Parish** Office.

L. Unemployment Compensation

Lay employees of the **XYZ Parish** are **NOT ELIGIBLE** for unemployment compensation if they are involuntarily terminated. The Diocese is a religious organization and as such is exempt from paying unemployment taxes on behalf of its employees.

MISCELLANEOUS

A. Use of Communications Systems

Telephone and Fax Use

To minimize cost and expedite business communications, employees are required to restrict personal use of the telephone and fax to a minimum. Since much of the parish's business is done by telephone and fax, lines must be available at all times.

XYZ Parish recognizes that employees may find it necessary from time to time to make personal calls or send faxes. Such use should not be lengthy, numerous or expensive. The cost of personal long distance calls shall be reimbursed to the parish. The employee is responsible for consulting the Rector about any unusual circumstances that require an exception to this policy. The employee need not provide details of the circumstances.

Computer Use

XYZ Parish provides computing and networking services for the conduct of its business. It is expected that all parish computer users will use computing and networking resources in a professional manner consistent with the discharge of their day-to-day responsibilities and duties, including Internet and E-Mail privileges. Except as expressly provided in the policy, the employee may not use computing or network resources on matters unrelated to the parish's business purposes. **Under no circumstances may an employee download or upload any personal files or personal software programs onto XYZ Parish's computer system without approval.** Usage computing and

networking services may be monitored for unusual activity to assure compliance with this policy.

Security of XYZ Parish Computing Resources

All information stored in the computer system or data files or word processing documents is considered confidential information of a proprietary nature to the parish. It is expected that employees will maintain security and confidentiality in order to prevent harm to data and unauthorized access by third parties. **XYZ Parish's** confidential information must never be transmitted or forwarded to outside individuals or companies not authorized to receive that information, and should not be sent or forwarded to other parish members or staff inside the organization that do not have a need to know the information.

Unlawful Use of XYZ Parish's Computing Resources

Employees may not use the parish's computing and network facilities for purposes that are contrary to law, such as illegally duplicating copyrighted or licensed software, engaging in harassment or other acts of discrimination, or transmitting or displaying information that violates laws (e.g., obscenity or child pornography). Likewise, it is expected that employees will observe appropriate rules of decorum while using computing and network facilities and will not engage in disparagement, profanities, personal insults, or comments that may be offensive to others.

Personal Use of XYZ Parish Productivity Software

XYZ Parish recognizes that employees may desire to use office productivity software such as the word processing system, spreadsheets and databases from time to time for matters such as schoolwork, volunteer and other charitable activities and other personal matters. **XYZ Parish** therefore allows personal use of its office productivity software during breaks and non-business hours provided that due to serious security considerations, it is a violation of parish policy to download personal files or software onto parish computing and network systems for regular use.

Use of E-Mail

Limited personal use of e-mail is allowed, but it must be made judiciously and with the understanding that **XYZ Parish** has a responsibility to assure misuse does not occur. Therefore, an employee may not participate in e-mail groups, which generate high volumes of personal mail or use e-mail for third party sales or soliciting.

Use of Internet

Limited personal use of the Internet is allowed, but it must be made judiciously and with the understanding that **XYZ Parish** has a responsibility to assure misuse does not occur.

No Right to Privacy with Use of Parish Computer Resources

XYZ Parish's computing and network resources are the property and integral to the business activities of XYZ Parish, which has the right to audit both business and personal use of such resources and to access any electronic files on its systems, including, but not limited to word processing documents, spreadsheets, internal and external e-mail and Internet usage and communications. Use of the parish's computer or network communications systems, including e-mail and the Internet, is not private, whether or not they are protected by password. Accordingly, employees should be aware that messages and Internet usage could and may be disclosed to or read by others without prior notice.

Violations of Computer User Policy

XYZ Parish will take appropriate action for violations of its computer use policies.

[Instruction: In this section a XYZ Parish may wish to include other miscellaneous information or policies, for example, parking, use of XYZ Parish premises, bulletin boards, etc.]

Personnel Handbook Acknowledgment Form

This Personnel Handbook is an overview and summary of **XYZ Parish's** policies and procedures, which are presently in effect. As policies and procedures are revised, changes will be communicated through standard communication channels. Advance notice may not always be possible.

The policies and procedures contained herein constitute guidelines only. They do not constitute part of an employment contract, nor are they intended to make any commitment to any employee concerning how individual employment action can, should, or will be handled.

No personnel handbook can anticipate every circumstance or question about policy. As **XYZ Parish** continues to grow, the need may arise and **XYZ Parish** reserves the right to revise, supplement, or rescind any policies or portion from time to time as it deems appropriate, in its sole and absolute discretion. The only exception to any changes is our employment-at-will policy permitting employees or **XYZ Parish** to end the employment relationship for any reason at any time.

No officer or employee of **XYZ Parish** is authorized to make written or oral representation contrary to the policies set forth in this handbook without the express written approval of the Rector.

If employees have any questions or wish to have further information about any particular guideline in this manual, please contact the Rector.

This Personnel Handbook supersedes all previous manuals, letters, memoranda and understandings.

Employee acknowledgment:

I acknowledge that I have received a copy XYZ Parish's Personnel Handbook and that it is my responsibility to read and comply with the policies contained herein and any revisions made thereto. I acknowledge further that this Personnel Handbook does not constitute a contract of employment or legal document.

Employee's Name (Please Print): _____

Employee signature _____ Date _____