

NEYM PERSONNEL POLICY MANUAL

Approved by Permanent Board 8 May 2010

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I. INTRODUCTION

New England Yearly Meeting of Friends (NEYM) is a faith community committed to following the promptings of the Holy Spirit in support of our testimonies and our communities. NEYM employs a number of staff to support the ongoing work of the Yearly Meeting. This personnel manual is meant to provide guidelines and expectations for the working relationship between paid staff and their supervisors to guide them in their work for NEYM.

More important than the specific arrangements outlined below, which may change as needed, is the degree of caring, our willingness to work in harmony with one another and our ability to be open to the leadings of the Holy Spirit.

We sincerely desire that work for the Yearly Meeting, whether voluntary or paid, arise from prayerful attention to God's leadings. We are concerned with the growth of Christian fellowship and furthering the work of the Religious Society of Friends in New England and other places. In these policies we seek to provide fair working conditions and loving support for those who work as paid employees. Together, both employees and Personnel Committee members have an opportunity to further God's work in the world through their service to NEYM.

The Personnel Committee is committed to complying with all federal and state labor guidelines, except where, for reasons of conscience, the Yearly Meeting has directed otherwise.

II. EMPLOYEE OVERSIGHT AND NURTURE

NEYM has given the Permanent Board responsibility for employee oversight and nurture; the Permanent Board delegates to Personnel Committee the fulfillment of that responsibility. As part of that responsibility, Personnel Committee works together with the Yearly Meeting Secretary (YM Secretary), Finance Committee and other committees with designated concerns for the work of the employees. As members of a community of faith, the Personnel Committee and the staff strive to draw out and hold accountable the right exercise of God's gifts in each employee as it pertains to their job in the Yearly Meeting and to their overall spiritual growth.

A. EMPLOYEE STATUS DEFINITIONS

All Yearly Meeting positions will be described by one of the options in each of the following categories. The classification for each position will be specified in the job description.

1. RESPONSIBILITY LEVEL DEFINITIONS

- a. Managerial-level Staff are those hired by Yearly Meeting Sessions. These employees are hired by the Yearly Meeting in Session, upon recommendation of the Permanent Board. Their work is reported to the Personnel Committee on a

regular basis, and supervised by their appointed supervisor. Their work is outlined in job descriptions (attached to this manual) developed by the Personnel Committee and approved by the Permanent Board. Components of the jobs are further enumerated along with salary and benefits in employment letters signed by the clerk of the Permanent Board and cosigned by the employee, annually at the beginning of the Yearly Meeting's fiscal year.

b. Administrative and Program Staff are hired to meet specific needs of the Yearly Meeting under the direct supervision of the YM Secretary. Each staff member's work will be outlined in a job description reviewed on a regular basis and, if modified, submitted to the Personnel Committee for approval. Pay rate and any possible benefits will be set by the supervisor within the policy and budgetary constraints of the Yearly Meeting, and will be communicated in an employment letter which will be copied and sent to the clerk of Personnel Committee and the Treasurer.

2. REGULAR AND TEMPORARY DEFINITIONS

a. Regular employees are employed in an ongoing arrangement, generally under a full year contract.

b. All other employees are considered Temporary. Temporary employees generally work for a specified period, usually on a short term basis.

3. FULL TIME AND PART TIME DEFINITIONS

a. Full Time employees are generally expected to work 40 hours per week.

b. All other employees are considered Part Time.

4. BENEFIT ELIGIBILITY

In general, Regular Full Time employees are salaried (Fair Labor Standards Act exempt) and receive full benefits as defined below. All other employees may be subject to limitation on benefits. Eligibility is described below in the section on benefits definitions, and ultimately determined in each case by the terms of the employment letter.

B. INDIVIDUALS NOT HOLDING EMPLOYEE STATUS

1. EMPLOYEES OF YEARLY MEETING SUBDIVISIONS

New England Yearly Meeting is a corporation with four separate branches: The operating branch, the New England Friends Home, the Friends Camp, and the Moses Brown School. Each of these branches has separate administrative and pay structures. The contents of this manual apply only to the operating branch. (Please note; the Director of the Friends Camp is an employee of the operating branch.) The other branches have their own personnel systems that function independently of the Yearly Meeting personnel system. The Yearly Meeting committee responsible for the oversight of each institution

shall review its personnel system from time to time to ensure that it is consistent with Friends' principles. The NEYM Personnel Committee shall remind these committees of this responsibility.

2. CONTRACTUAL WORKERS

Contract Workers are individuals or firms providing specified services for the Yearly Meeting and are hired by the YM Secretary, committees and officers of the Yearly Meeting. These individuals or firms are not employees of the Yearly Meeting. In each instance, it is the hiring supervisor who will determine whether the agreed upon obligations have been satisfied and shall be the person authorizing payment. The Treasurer will inform the Personnel Committee of work done on a fee basis for the Yearly Meeting by giving the Committee an annual summary of all IRS Form 1099s issued.

3. INTERNS AND VOLUNTEER WORKERS

Individuals may enter an arrangement of service to the Yearly Meeting whereby they receive some modest compensation — for example, stipends, honoraria, waived registration fees, or room and board at Yearly Meeting events. These individuals are not employees of the Yearly Meeting and are not eligible for benefits. The Treasurer will provide the Personnel Committee with an annual report of individuals who received honoraria and amounts paid by the Yearly Meeting.

C. PERSONNEL COMMITTEE

1. STRUCTURE AND REPORTING

- a. The Personnel Committee has six to nine members who serve staggered three-year terms. The Personnel Committee chooses a clerk from among its members.
- b. The Permanent Board appoints the Personnel Committee. In making appointments to the Personnel Committee, the Permanent Board considers interest and experience in personnel matters and experience in other parts of Yearly Meeting, such as Permanent Board, Coordinating and Advisory Committee, and other committees having contact with Yearly Meeting employees. The Clerk of Permanent Board and the Yearly Meeting Treasurer serve as *ex officio* members of the Personnel Committee, and the Clerk of the Personnel Committee serves as an *ex officio* member of the Permanent Board.
- c. The Personnel Committee reports to the Permanent Board. With approval of the Permanent Board it establishes and carries out personnel policy. The YM Secretary is responsible for administering the Personnel Policies enumerated in this manual. The authority of the Personnel Committee is limited to that granted to it by the Permanent Board, including but not limited to that stated in the Personnel Policy Manual.

2. RESPONSIBILITIES

Personnel Committee develops policy to outline the various parameters of work for the Yearly Meeting, and communicates its recommendations to Permanent Board. It advises the YM Secretary and assists the YM Secretary in responding to concerns of employees. It hears grievances from staff and assists with conflict resolution when necessary.

The Personnel Committee:

- a. Develops and maintains a personnel policy manual for approval by Permanent Board.
- b. Develops and regularly updates job descriptions for Managerial-level staff, for approval by Permanent Board. Reviews and approves job descriptions for all other staff.
- c. Develops and maintains recommended salary schedules for Managerial-level staff, and pay rates and policy for benefits and other compensation for all staff.
- d. Ensures that each employee has adequate orientation and supervision, and that each Managerial-level employee has adequate supervision.
- e. Acts to resolve differences or facilitate the relationship between the YM Secretary, supervisors and employees, either upon its own initiative or upon request.
- f. Receives and reviews reports on personnel matters from YM Secretary and supervisors, including performance appraisals and recommended changes in job descriptions.
- g. Ensures that an annual performance appraisal for all Regular staff takes place.
- h. Annually reviews personnel practices, policies, and staffing structure.
- i. Annually prepares a contract letter for the YM Secretary and Camp Director, for the signatures of the Clerk of the Permanent Board and the employee (see Appendix A).

D. STAFF SUPERVISION

1. MANAGERIAL-LEVEL STAFF SUPERVISION

- a. Appointment – The YM Secretary will have a supervisor appointed by the Coordinating and Advisory Committee. The Camp Director will be supervised by the clerk of the Camp Committee.
- b. Evaluation – The YM Secretary and the Camp Director will participate in an annual performance appraisal, by the Coordinating and Advisory Committee

and the Camp Committee respectively, so that a recommendation on their continuing employment can be made to Yearly Meeting Sessions.

2. ADMINISTRATIVE AND PROGRAM STAFF SUPERVISION

All Administrative and Program staff members shall be supervised by the YM Secretary. For each Administrative and Program staff member, the YM Secretary will:

- a. review and update the job description for Personnel Committee's approval
- b. generate and sign an employment letter with the employee
- c. interpret Yearly Meeting policy to the employee
- d. arrange with the Treasurer for timely compensation
- e. develop a work plan with the employee
- f. meet regularly with the employee
- g. conduct performance appraisals
- h. advise Personnel Committee on fair compensation for the employee
- i. authorize reimbursement of expenses
- j. pre-authorize substantial work-related travel and conference attendance

III. SEARCH PROCESS, EMPLOYMENT, AND TERMS OF EMPLOYMENT

A. RECRUITMENT, APPOINTMENT AND REAPPOINTMENT

1. APPOINTING AUTHORITY AND CONFIRMATION

NEYM appoints and annually re-appoints Management-level employees upon recommendation of the Permanent Board. The Permanent Board has authority to appoint such employees between Yearly Meeting Sessions; however these appointments are considered temporary until confirmed by the Yearly Meeting at its annual Sessions.

Other staff positions budgeted by the Yearly Meeting will be hired by the appropriate supervisor in consultation with the Personnel Committee and with input from relevant committees.

2. NON-DISCRIMINATION

NEYM will not discriminate in appointment of employees on the basis of race, color, age, gender, sexual orientation, disability, or national origin; however, preference will be given to members of the Religious Society of Friends.

3. BASIS OF CONSIDERATION

The initial consideration of applicants will be based on a letter of interest and current resume demonstrating qualifications that fulfill the written job description.

4. ANNOUNCEMENT OF POSITION AVAILABILITY

All current employees will be notified of any vacant position by formal or informal announcement and advertisement.

5. SEARCH PROCESS

A. When a Yearly Meeting Managerial-level position becomes or imminently will become vacant, the Permanent Board shall appoint a Search Committee of not less than 5 nor more than 10 members, including at least one member of the Personnel Committee. In the case of the YM Secretary, Coordinating and Advisory Committee shall recommend the members of the search committee; in the case of the Camp director, the Camp Committee shall recommend the search committee. This search committee shall:

- a. plan the timetable of the search process;
- b. review job descriptions;
- c. prepare informational materials;
- d. place advertisements and announcements in appropriate Quaker and other media;
- e. develop an application process and prepare all return letters and acknowledgements;
- f. review applications;
- g. consult references;
- h. interview candidates;
- i. arrange for selected candidates to meet with current Yearly Meeting staff members, who shall advise the Search Committee; and
- j. recommend a candidate to the Permanent Board for appointment.

The Permanent Board shall, in turn, recommend a candidate to Yearly Meeting in its annual Sessions. If necessary, the Permanent Board may make an interim appointment for the period before the Yearly Meeting Sessions, without a formal search, but should at the same time appoint a search committee to recommend a candidate for regular appointment.

B. The process for filling an Administrative and Program staff vacancy: The YM Secretary will conduct a search and administer the hiring process, in consultation with the Personnel Committee and with the input of relevant committees, with the goal of finding the best candidate for the position in a timely manner.

6. TERM OF APPOINTMENT AND EMPLOYMENT LETTER

While all NEYM staff are hired as “at-will” employees, management-level appointments are made for one year, corresponding with the Yearly Meeting’s fiscal year, and can be renewed annually. Upon notification of an appointment:

- a. the Personnel Committee will prepare an Employment Letter for Managerial-level staff (see samples in Appendix A).
- b. the Clerk of the Permanent Board and the employee will sign the Employment Letter, except in the case of the Friends Camp Director, where the Clerk of the Friends Camp Committee, the Clerk of Permanent Board and the Friends Camp Director will sign the Friends Camp Director Employment Letter.

The originals of these documents and the Employee Information Forms (see Appendix B) are filed in the employee's permanent personnel file, with copies provided to the Personnel Committee clerk and the Treasurer. The YM Secretary shall ensure these documents are distributed and filed.

Administrative and Program staff who are Regular employees will receive an employment letter prepared by their supervisor to coincide with the Yearly Meeting's fiscal year. The employment letter will include rate of pay and will enumerate any benefits that are available to the staff member. A copy of this letter will be sent to the clerk of the Personnel Committee and another will be filed in a personnel file by the YM Secretary.

Temporary employees will receive a letter of employment that lists project, rate of pay and the timeframe of their hire.

7. ORIENTATION FOLLOWING APPOINTMENT

Following appointment, new employees shall be given orientation to the Yearly Meeting, its personnel practices, and their own working arrangements.

- a. The YM Secretary, or designee in the YM Secretary's absence, shall at the earliest convenient time: provide a copy of this Manual; assist the new employee in filling out the Employee Information Record and government forms consistent with Yearly Meeting policies; assist in processing of required forms for arranging salary withholding and determining fringe benefit choices and registrations; and provide a briefing on office space, facilities, and procedures.
- b. The YM Secretary, or designee in the YM Secretary's absence, shall arrange for a new employee to meet: all full time staff; the directors of Friends Camp and the New England Friends Home; the Head or representative of Moses Brown School; and the Yearly Meeting's Coordinating and Advisory Committee.

B. JOB DESCRIPTIONS

There shall be written job descriptions for all employees. Current job descriptions for Managerial-level staff are attached to this manual.

The Personnel Committee shall periodically, but no less than every three years, review and revise job descriptions. Substantial revisions to Managerial-level job descriptions must be submitted to Permanent Board for approval.

Job descriptions for Administrative and Program Staff will be written by the supervisor in consultation with the Personnel Committee and will be approved by the Personnel Committee prior to appointment. Final versions are filed in the personal file of the employee and with the clerk of the Personnel Committee.

C. WORK HOURS

1. FULL-TIME AND PART-TIME EMPLOYEES

A Regular Full-Time employee is defined as one who works an average of 40 hours a week for 52 weeks a year including specified vacation time, holiday time and leave time. Regular Part-Time employees work some fraction of a 40-hour week for 52 weeks during the year. Temporary employees may work up to 40 hours per week but generally on a short-term basis.

2. OVERLOADS

The workload in NEYM is unevenly distributed throughout the year. If an overload condition persists, the situation should be discussed with the supervisor. If the problem continues, the supervisor shall report the situation to the Personnel Committee and alternative methods for addressing the overload developed. Recurrent periods of persistent overload indicate that the job description needs to be revised or that there is a mismatch between the employee's abilities and the demands of the job.

4. SESSIONS ATTENDANCE, WEEKEND WORK

Attendance at Yearly Meeting Sessions is mandatory for regular full-time staff members (usually the Camp Director's attendance is limited). Attendance at committee meetings is expected if scheduled in the employee's work plan.

Much of the workload of some positions falls on weekends; however, no employee should work more than three weekends a month, especially if travel is involved. Any absence not related to work should be cleared in advance with the supervisor.

5. COMPENSATORY TIME

When the necessities of work require more than 40 work hours in any one week, compensatory time off shall be taken as soon as feasible by an exempt employee to provide rest and relief. Compensatory time shall not be saved and added to future vacations or sabbaticals. Compensatory time may not be carried over beyond three months of its accrual.

6. OFFICE HOURS AND TELEPHONE AVAILABILITY

Office hours and telephone availability will be established on an individual basis and approved by the supervisor. Each employee's office hours and availability shall be conveyed to all major constituencies.

7. NON-EXEMPT EMPLOYEES (Fair Labor Standards Act classifications.)

Employees who are not salaried will be paid time-and-a-half for any hours worked beyond 40 hours in any week.

D. PERFORMANCE APPRAISALS

Annually, the job performance of Regular Full-time and Regular Part-time employees shall be appraised. The YM Secretary (and the Coordinating & Advisory Committee in the case of the

review of the YM Secretary) oversees the specific calendar of events, taking into account the work plan of the individual employee. (See Procedures section for additional information.)

1. PHASE ONE

Early in the employment year each employee and his/her supervisor will jointly establish a work plan including priorities and performance objectives. Through the employment year, the supervisor compares implementation of the plan and the attainment of the priorities and objectives with the written activity reports provided by the employee.

2. PHASE TWO

In the ninth or tenth month of the employment year, the employee and her/his supervisor shall meet to review the job performance of the employee. The job performance of the employee is appraised in the Light, and the sense found in this meeting is minuted and sent to the Personnel Committee. In the case of the YM Secretary the letter is also sent to the Coordinating & Advisory Committee and in the case of the Camp Director to the Friends Camp Committee. This confidential letter constitutes the formal Performance Appraisal, which is part of the employee's permanent file. Should the staff member be unable to unite with the sense of the appraisal, he or she may write a second letter that will be attached to the Performance Appraisal.

3. PHASE THREE

Upon the completion of a positive Performance Appraisal, the Yearly Meeting Secretary will notify the employee of their continuing employment. In the case of the YM Secretary, the Coordinating and Advisory Committee shall review the minuted YM Secretary's Performance Appraisal and shall then recommend to Permanent Board whether the YM Secretary should be re-appointed, and under what conditions, if any. In the case of the Camp Director, the Friends Camp Committee shall review the minuted Camp Director's Performance Appraisal and shall then recommend to Permanent Board whether the Camp Director should be re-appointed, and under what conditions, if any. Permanent Board will then recommend continuing employment of the YM Secretary and the Camp Director to the annual Sessions. The Personnel Committee, the Coordinating and Advisory Committee (for the YM Secretary), or the Friends Camp Committee (for the Camp Director) may, at that point, recommend any substantial changes in the job description.

Administrative and Program-level staff who are Regular Full-time or Regular Part-time will receive an evaluation from their supervisor on an annual basis, generally during the late spring or summer. The process will include a self-evaluation, a meeting with the supervisor, and a written report that will be forwarded to the Personnel Committee clerk and then filed in the staff member's personnel file. If there is a major discrepancy between the self-evaluation and the Supervisor's findings, the staff member may send a statement to the Clerk of the Personnel Committee who will attempt to resolve outstanding issues.

E. JOB SECURITY

The nature of Yearly Meeting funding and the necessity for Yearly Meeting approval of staff continuing employment on an annual basis preclude the possibility of tenure. Changes in the structure or perceived needs of the Yearly Meeting may necessitate the elimination of a position. However, employees can normally anticipate that if their performance evaluations are favorable, they will continue in their positions.

F. TERMINATION OF EMPLOYMENT

Termination of employment may be through an employee's resignation, by dismissal for cause, or due to the elimination of the position. Upon termination, employees shall be responsible for the dispensation of any retirement assets they have accrued during their term of employment.

1. RESIGNATION

An employee is free to resign during an appointment period, with due consideration for the needs of the Yearly Meeting. If an employee finds it necessary to resign before the end of a regular appointment period, one month's minimum notice is expected, except in emergencies. When possible, the timing of termination should be planned by the employee and the supervisor. Notice of resignation should be given in writing to the supervisor, and simultaneously to the clerks of Permanent Board and Personnel Committee.

2. DISMISSAL

Dismissal shall be for unprofessional, negligent or inappropriate behavior, or when, in the judgment of the supervisor (Permanent Board, in the case of managerial-level staff), the staff member is persistently found to not be adequately meeting the requirements of the job description. (Supervisors will consult with Personnel Committee clerk prior to any dismissal.) The reasons for any dismissal shall be provided in writing. Notice of dismissal shall be in the form of a letter from the supervisor (or the clerk of Permanent Board) to the employee, with a copy to the Personnel Committee, stating the reasons for action.

A staff member may appeal a dismissal. In the case of an Administrative and Program-level staff member, written appeal should be sent to the Clerk of the Personnel Committee, who will discuss any action with the Committee after investigating the situation. In the case of a Management-level staff member, written appeal should be sent to the Presiding Clerk who will discuss any action with a committee composed of the Presiding Clerk, the Clerk of Permanent Board, the Clerk of Personnel Committee, and the Clerk of Ministry and Counsel.

3. ELIMINATION OF POSITION

The Yearly Meeting may eliminate a position due to financial considerations or due to a restructuring of staff positions, or whenever it determines it is in its best interests to do so. Ideally this would happen at the end of an employment period. If it is not at the end

of an employment period at least one month's notice shall be given, or pay in lieu thereof, and employees will receive payment for any accumulated vacation time.

4. MID-YEAR CHANGE IN STAFFING

In the event of mid-year changes in staffing caused by the resignation or dismissal of an employee, the supervisor may rehire to fill the vacancy within the limits of what remains in the budget. However; a new structure or a different way to get the work done may be envisioned by the supervisor, in which case there should be consultations with the Personnel Committee clerk. Transfers of allocations between Yearly Meeting budget lines to accommodate mid-year changes in staffing shall be jointly approved by the Personnel Committee clerk, Finance Committee clerk and the clerk of Permanent Board, and will be reported to Permanent Board. Any increase in funding level must be approved according to Yearly Meeting procedures.

G. CONFLICT RESOLUTION

Differences that persist between employees shall first be addressed with their direct supervisors. If the conflict is not resolved, the employee may request a review by the Personnel Committee.

H. RECORDS AND PERMANENT FILES

Each supervisor is responsible for maintaining appropriate records on an employee's work history and evaluations as well as records of vacation time accrued and used.

Employees are encouraged to keep daily records of their work, principally for their own use. Such daily records can be used in preparation of regular written staff reports, which shall be filed with the employee's permanent records.

An employee's permanent personnel file shall be maintained at the Yearly Meeting Office. Administration of the file is the responsibility of the Clerk of the Personnel Committee. Elements of the file include an employee's application for employment, employee information form, approved job description, benefit election forms, regular written staff reports, records of vacation time accrued and used, annual reviews, employment letters and other materials or correspondence pertinent to an employee's record of employment.

IV. COMPENSATION

A. SALARY RANGE

The Yearly Meeting desires to pay salaries commensurate with job responsibilities, experience and performance. The Personnel Committee establishes a salary range for Management-level staff positions in consultation with the Permanent Board and the Finance Committee. The range is reviewed each year and salaries are adjusted by the amount of any cost of living adjustments (COLA).

Salaries and wages for Administrative and Program-level staff will be based on recommendations of the positions' supervisors made to the Personnel Committee, and by that

Committee’s work on the “NEYM Staff” section of the Yearly Meeting budget, in consultation with the Finance Committee.

B. COST OF LIVING ADJUSTMENT

The Yearly Meeting strives to provide annual cost-of-living adjustments (COLA) to the salaries paid to its employees. The COLA is based on the Consumer Price Index – All Urban Consumers (CPI-U) for the Boston area as published by the U.S. Bureau of Labor Statistics. January to January figures are used to determine the percentage increase.

C. MERIT INCREASES

Salary merit increases will also be considered by the Personnel Committee on an annual basis at the conclusion of the performance appraisal process. The factors influencing merit increase recommendations are performance appraisals, experience, and the resources of the Yearly Meeting.

D. PROCEDURES

- a. New Hire: Managerial-level – The Search Committee completes salary agreements with the new staff member within the established range. Administrative and Program-level – the supervisor sets the starting pay within the budgeted amount.
- b. Continuing Staff: Salary and benefits are established as part of the Yearly Meeting’s budget process. Thus, adjusting salary and benefits is an annual process that begins in the early winter. In January or early February, staff members are invited to meet with their supervisor regarding salary and benefit issues. Supervisors are in turn invited to correspond or meet with the Personnel Committee regarding the salary and benefits issues of their employees. Personnel Committee forwards its recommendations regarding overall percentage increases for cost of living adjustments and merit raises to the Staff, Finance Committee, and Permanent Board in time for consideration at Finance Committee’s mid-winter meeting. There will be further consultation between the Personnel and Finance Committees prior to Finance Committee’s presentation of the entire budget to Permanent Board in the spring. Final approval of compensation, benefits, and expense budgets rests with the Yearly Meeting.

E. PAYDAY

Salaries are paid on a monthly basis, generally on the 15th day of the month. Employees who are not salaried are paid on a bi-weekly basis following procedures set by the Treasurer.

F. PAYROLL DEDUCTIONS

All payments are made subject to deduction of appropriate withholdings in accordance with prevailing U.S. and state regulations, including Social Security and Medicare; however, the Yearly Meeting will not withhold Social Security or Medicare tax for employees who are classified as ministers (see §V.A.1).

V. INSURED OR REGULATED BENEFITS

A. EMPLOYER'S COSTS

1. SOCIAL SECURITY AND MEDICARE

The Yearly Meeting will pay the employer's share of Social Security and Medicare taxes for all employees. Employees considered ministers by the Yearly Meeting are classified, for tax purposes, as independent contractors according to IRS regulations. Therefore, the Yearly Meeting does not contribute Social Security or Medicare (FICA) taxes in this instance.

2. WORKER'S COMPENSATION

The Yearly Meeting shall provide worker's compensation insurance, as required by state law.

3. UNEMPLOYMENT COMPENSATION

NEYM, as a church, is not required to participate in unemployment insurance programs. Unemployment compensation is therefore not available to NEYM employees.

B. DEFINED EMPLOYEE BENEFITS

1. HEALTH INSURANCE

Regular employees shall have access to reliable health care while serving as employees of the Yearly Meeting. Employees are eligible to participate in group coverage administered through the New England Friends Home; those not already covered by medical insurance from another source are expected to elect this or other acceptable coverage. An employee who has adequate medical coverage from another source (such as a spouse's employment) may state in writing that coverage from NEYM is not desired and will not receive this benefit. If an employee elects to receive coverage from NEYM, the benefit will cover a percentage (determined annually by the Permanent Board upon recommendation by the Personnel Committee in consultation with the Finance Committee) of the estimated cost of an individual, dual or family plan (whichever is most appropriate for an employee's family circumstance) from approved health insurance providers. Regular Part-Time employees who work at least 30 hours per week shall have access to a pro-rated health insurance benefit.

2. RETIREMENT

NEYM provides an employer retirement plan for each Regular employee who works at least 20 hours per week. The employer contribution is 10% of the employee's salary. In addition, any employee may contribute monies into a supplemental retirement account so long as the annual contribution is at least \$200. For details, please refer to documents defining the NEYM Retirement Plan held by the Treasurer.

3. HEALTH CARE AND DEPENDENT CARE REIMBURSEMENT

A Regular employee who works at least 17 ½ hours per week may elect a reduction in his or her cash compensation in order to obtain pre-tax reimbursement for medical, dental and dependent care expenses. An employee is eligible for this benefit after six months of employment. See the booklet entitled “New England Yearly Meeting Section 125 Documents,” published separately, for details of this plan.

4. DISABILITY COMPENSATION

NEYM provides disability insurance for all employees who work 30 or more hours per week and are younger than 64 years and 8 months. New employees are eligible immediately, but there is a two-year pre-existing condition exclusion. Information regarding current disability insurance benefits is available from the Treasurer.

VI. GENERAL EMPLOYEE BENEFITS

A. VACATIONS

Regular full-time employees are eligible for fifteen days paid vacation per year. The vacation schedule is to be worked out in consultation with the supervisor, other staff, and affected clerks and then reported to anyone who might be affected. Although vacation time is generally to be taken during the contract year of its accrual, it may be deferred and taken within the first four months of the following contract year. Vacation days may not be carried over beyond this period. The number of vacation days is pro-rated for regular part-time employees.

B. HOLIDAYS

Regular full-time employees are entitled to ten paid holidays per year. The paid holidays are: New Year’s Day, Martin Luther King’s Birthday, President’s Day, Patriot’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the following Friday, and Christmas Day. When a Yearly Meeting workshop or conference or other necessary work falls on a paid holiday, an employee shall be entitled to take a compensating day. This benefit is pro-rated for Regular Part-time employees.

C. SPIRITUAL RETREATS

A healthy vocation of ministry requires attention to one’s personal spiritual condition. Therefore, full-time employees may request a spiritual retreat of up to three days, at Yearly Meeting expense. Spiritual retreats are considered as working (not vacation) time. Employees may choose a longer and/or more expensive retreat than the budget will allow, with excess costs borne personally and excess time taken as vacation.

The supervisor approves the scheduling of retreats to maintain both spiritual nurture and good work flow; the supervisor also approves reimbursement of retreat and travel expenses within budgeted limits.

D. HEALTH AND PERSONAL LEAVES

1. HEALTH LEAVE

- a. Regular Full-time employees earn up to a maximum of 16 days a year, or one and 1/3 days (10 2/3 hours) for each full month's work, of Health/Personal Leave, which can be used for health leave in case of personal illness. Health/Personal Leave is pro-rated for Regular Part-Time employees.
- b. During the first three months of service, health leave can only be called on as earned: after that, an employee may draw in advance the leave for personal illness to be earned during the contract year.
- c. Employees are expected to notify their supervisor when they cannot work because of illness. Upon returning to work, an employee shall report the amount of health leave taken to the supervisor.
- d. The limit for accumulated health leave is the number of health leave days that an employee would accrue in two years.

2. PERSONAL LEAVE

- a. Up to ten days of the Health/Personal leave of a Regular Full-Time employee can be used as personal leave as needed in any one contract year (Regular Part-Time personal leave is pro-rated).
- b. Personal leave is to be used to meet personal needs such as death or illness in the family, or other emergencies. Any time taken as personal leave must be approved by the employee's supervisor.
- c. Notice should be given as for vacation time or health leave, as appropriate.
- d. Personal leave time shall not be saved and added to future vacations or sabbaticals.

3. MATERNITY/PATERNITY/ADOPTION LEAVE

- a. An employee may take three months absence from work for maternity, paternity or adoption, of which six weeks will be paid leave. Vacation and health leave may be added to the six weeks. Fringe benefit coverage will continue for the full three months, in any case.
- b. Notice for maternity, paternity, or adoption leave should be given as for vacation time or health leave, as appropriate.

4. LEAVE OF ABSENCE WITHOUT PAY

- a. An employee may apply for a leave without pay for purposes which may include study, service with another organization, and personal renewal. The Personnel Committee will consider applications on a case by case basis.
- b. Approval of the supervisor and Personnel Committee shall be obtained and all arrangements made at least three months in advance.

5. JURY DUTY

- a. An employee called to jury duty will be given leave with full pay for the duration of required jury service. Any jury duty compensation an employee receives from the court shall be paid over to the Yearly Meeting.
- b. The supervisor should be notified appropriately.

6. SABBATICAL LEAVE

- a. After each seven years of service, all managerial-level employees are eligible to request a six-month sabbatical at half-pay with full benefits to provide an opportunity for personal or professional development. This can be taken as either a single six-month leave or as two three-month leaves in successive years.
- b. Approval of the supervisor and Personnel Committee shall be obtained and all arrangements made at least three months in advance.

E. REPORTING AND RECORD KEEPING

1. VACATION AND LEAVE

Quarterly written reports of vacation and leave time taken shall be made to each employee's supervisor. This report shall include the nature of the time off and days taken.

2. COMPENSATORY TIME OFF

Compensatory time off (§III.C.5 and 7) shall be reported in the same way, giving dates and hours of overtime and compensatory time off.

3. NON-EXEMPT EMPLOYEES

Part-time and Temporary employees paid on an hourly basis will submit signed timesheets to their supervisor on schedule as a basis for their pay.

VII. EXPENSES

A. BUDGETS

Expense budgets for the following contract year are developed jointly by YM Secretary in January (the fifth month of the employment year). Final expense budget recommendations are submitted to the Personnel Committee who will include these as part of the "NEYM Staff Expense" section of the Yearly Meeting Budget submitted to the Finance Committee. Further consultations may take place between the two committees in setting the expense budget.

B. REIMBURSEMENT

Expenses are reimbursed according to approved expense budgets upon timely submission of expense sheets, vouchers and receipts. Expense sheets are submitted monthly to the Treasurer

for payment and copied to the Supervisor. When expenses can be anticipated with reasonable exactness, they may be disbursed in advance.

C. AUTOMOBILE EXPENSES

1. When an employee's automobile is used for Yearly Meeting business travel, the expense will be reimbursed on the basis of miles traveled. Any expense related to traveling from home to the Yearly Meeting office is not reimbursable.
2. Mileage reimbursement is at the current rate for business use set by the Internal Revenue Service. At the beginning of each calendar year, the Yearly Meeting Treasurer shall inform all employees of the rate.

D. OTHER EXPENSES

Other reimbursable expenses consist of meals and other living expenses incurred on overnight trips, expenses incurred at the request of a Yearly Meeting committee, and long-distance telephone calls made on Yearly Meeting business when out of the office.

E. CONFERENCES

Fees for attendance at Yearly Meeting sessions by Regular Full-Time employees are covered by the Sessions budget. Expenses for other work-related conferences will be reimbursed as above; however, participation in the conference must be part of the work plan approved by the supervisor and must be within the limitations of the expense budget.

F. CASH ADVANCES

The Administrative Secretary may issue cash advances for expenses through procedures approved by the Treasurer.

VIII. PROFESSIONAL EXPECTATIONS

A. CHILD SAFETY

Youth programs for New England Yearly Meeting are called to build a Quaker spiritual community of joy, love and affirmation for our children and staff. We create God's peaceable world through worship, shared work, play and song, fostering safe trusting relationships between generations. This deep respect for each person allows us to be our true selves and develop our spiritual lives. In this community, our children grow, knowing that God is there to be found and experienced.

SCREENING

Individuals being considered for staff positions within the Yearly Meeting whose primary function is for programs for children and youth will be expected to provide information for a personal background check before the hiring process can be completed.

EXPECTATIONS

Staff in NEYM have been given a sacred trust – to help the youth and children of NEYM grow in the Spirit, and to grow safely. They will follow guidelines and policies of the Yearly Meeting and will work with the appropriate committees promulgating and administering policies to advance an environment of trust and safety. In light of this responsibility, staff are called on to meet specific expectations in their work with children:

1) Appropriate interpersonal boundaries – Adults should model respectful and nurturing behavior – youth will follow their lead. Adults should be attentive to appropriate dress, use of language, and demonstrations of affection and encouragement. Adults should never intentionally engage in contact with the “bathing suit” area of a child/youth’s body.

Whenever questions arise about appropriate expressions of affection, youth workers are reminded that they are the adults, and they have the responsibility to behave maturely. All persons have different comfort levels with touch, and youth workers should be sensitive to each individual’s boundaries.

2) There should be no sexualized behavior – Teasing and joking with sexual overtones and content is not acceptable. A frank and sensitive addressing of issues of gender and sexuality, particularly with the junior high and high school-age youth, is an important part of any youth program, but staff should be mindful of the context of their comments and behavior.

3) “Friendship” with youth – Staff can serve as important mentors and guides for youth, and in this way might be seen as friends to individual youth. But staff are counseled that the Friends programs are to serve the children and youth, and not the needs of the workers. A youth worker that “needs” young friends may present boundary problems for both youth and children and other staff. Any relationship with youth and children outside of the program should be undertaken only with the knowledge and consent of the youth or child’s parent or guardian, and supervisory staff should be made aware of those activities.

4) Staff are responsible not only for children and youth, but to their families and NEYM as well. Staff that suspect that a child or youth is a victim of abuse or neglect, is suicidal, or has a serious drug problem, must not keep such information to themselves. For this reason, children should not be given the impression that secrets will be kept. For the most part, a covenant of confidentiality will mean that information shared will not be repeated. However, when the information is of a crisis nature, staff should encourage the child or youth to seek help from a parent or other authority figure. In addition, staff **MUST** consult with a person of greater authority in the program about an appropriate course of action.

REPORTING AND RESPONDING

Should any staff person suspect that abuse or neglect has occurred, they will immediately report it to the program coordinator. The program coordinator will report to the appropriate legal

authorities, according to the mandate policy of the particular state they are in. (Be aware that some states require reporting within 24 hours.)

If reporting to the youth coordinator is not feasible or advisable, the staff person should report to the Religious Education Secretary, the YM Secretary or the Clerk of Permanent Board, in that order.

B. SEXUAL HARASSMENT

Each New England state has passed a specific law prohibiting sexual harassment. While varying on specific employee notification and training requirements, each does require employers to notify employees of the illegality of sexual harassment and to include a procedure for reporting sexual harassment. While Friends' practice should preclude such a situation it would be disingenuous to expect that it could not happen among Friends.

It is the goal of New England Yearly Meeting to promote a workplace that is free of sexual harassment. Sexual harassment of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated. Further, any retaliation against an individual who has complained about sexual harassment or retaliation against individuals cooperating with an investigation of a sexual harassment complaint is similarly unlawful and will not be tolerated. To achieve our goal of providing a workplace free from sexual harassment, the inappropriate conduct that is described in this policy will not be tolerated. Further, we have provided a procedure by which inappropriate conduct will be dealt with if encountered by employees.

Because New England Yearly Meeting takes allegations of sexual harassment seriously, we will respond promptly to complaints of sexual harassment and where it is determined that such inappropriate conduct has occurred, we will act promptly to eliminate the conduct and impose such corrective action as is necessary, including disciplinary action where appropriate.

Definition of Sexual Harassment

In Massachusetts, the legal definition for sexual harassment is this: "sexual harassment" means sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when: submission to or rejection of such advances, request, or conduct is made either explicitly or implicitly as a term or condition of employment or as a basis for employment decisions; or, such advances, requests, or conduct have the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, humiliating or sexually offensive work environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment. The legal definition of sexual harassment is broad and in addition to the above examples, other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a work place environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which if unwelcome, may constitute

sexual harassment – depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness: Unwelcome sexual advances – whether they involve physical touching or not; sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one’s sex life; comment on an individual’s body; comment about an individual’s sexual activity, deficiencies, or prowess; displaying sexually suggestive objects, pictures, cartoons; unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments; inquiries into one’s sexual experiences; and discussion of one sexual activities.

All NEYM employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment, and retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is unlawful and will not be tolerated by the Yearly Meeting.

Complaints of Sexual Harassment

If any of our employees believes that s/he has been subjected to sexual harassment, the employee has the right to file a complaint with our organization. This may be done in writing or orally.

If you would like to file a complaint you may do so by contacting the clerk of Permanent Board at the address and number available in the Yearly Meeting Minute book.

In the event that the complaint is filed concerning the clerk of Permanent Board, the clerk of the Personnel Committee is also available to discuss any concerns you may have and to provide information to you about our policy on sexual harassment and our complaint process.

Sexual Harassment Investigation

When we receive the complaint we will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances. Our investigation will include a private interview with the person filing the complaint and with witnesses. We will also interview the person alleged to have committed sexual harassment. When we have completed our investigation, we will, to the extent appropriate, inform the person filing the complaint and the person alleged to have committed the conduct of the results of that investigation.

If it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the offending conduct, and where it is appropriate we will impose disciplinary action.

Disciplinary Actions

If it is determined that inappropriate conduct has been committed by one of our employees, we will take such action as is appropriate under the circumstances. Such action may range from counseling to termination of employment, and may include such other forms of disciplinary action as we deem appropriate under the circumstances.

If the inappropriate conduct has been committed by a member of the Yearly Meeting community who is not an employee of the Yearly Meeting, the clerk of the Ministry and Counsel Committee will be involved in the process of eliminating the offending conduct and taking necessary actions.

State and Federal Remedies

In addition to the above, if you believe you have been subjected to sexual harassment, you may file a formal complaint with either or both of the government agencies set forth below. Using our complaint process does not prohibit you from filing a complaint with these agencies. Each of the agencies has a short time period for filing a claim (EEOC – 300 days; MCAD – 6 months).

- The United States Equal Employment Opportunity Commission (EEOC), One Congress Street – 10th Floor, Boston, MA 02114 Tel.: 617.565.3200
- The Massachusetts Commission Against Discrimination (MCAD), Boston Office: One Ashburton Place, Boston, MA 02108 Tel.: 617.727.3990

IX. PROVISIONS FOR REVISION

This Policy Manual is not to be considered a contract as elements of it may be changed at any time by action of the Personnel Committee and approval of the Permanent Board. One can not assume that older versions of policies have precedence; if “grandfather” provisions are created they will be specifically noted. The employment letter should be referred to for specific information.

Suggestions for changes in or additions to the Personnel Policies Manual may originate with employees or the Personnel Committee. After discussion, the Personnel Committee presents proposed changes to the Permanent Board for its approval.

The appendices and attachments are included as a guide for the Personnel Committee and others in implementing the policies detailed in the manual. These can be changed by action of the Personnel Committee unless otherwise restricted in the manual.

APPENDIX A. MODEL EMPLOYEMENT LETTERS

1. Model Employment Letter for Regular Full-time Employees (revised 2010)

<<date>>

Dear <<name>>,

This letter serves as a continuing employment agreement between you and New England Yearly Meeting (NEYM) for the full-time program position of <<insert job title>>. Expectations with regard to the position's duties, responsibilities and relations with the NEYM are stated in the Staff Work Plan for Fiscal Year 20xx, your job description, and the NEYM Personnel Policy Manual.

Your employment continues through September 30, 20xx. Your compensation includes:

- A salary at the annual rate of \$xx,xxx for this period (a monthly amount of \$x,xxx.xx).
- An employer retirement contribution equal to 10% of your salary. You may also contribute to your personal ING-Tax Deferred Annuity plan.
- A health plan benefit of XX% of your premium cost for either a single person, parent/child, couple, or family plan on the Yearly Meeting's health insurance plan; you will pay the difference between the Yearly Meeting amount and the full cost of your health insurance. You may choose to participate in the available dental plan at your own expense.
- You will also be listed on the NEYM group disability income benefits plan.

Federal income tax, Social Security, FICA, and Medicare taxes will be withheld from your salary. A Flexible Benefits Plan (Section 125) is also available to NEYM employees, which can be established each year for medical and dental expenses as well as for dependents. Documents explaining the plan are on file in the office.

The position's other benefits, in keeping with detail in the Personnel Policy Manual, include:

- 15 paid Vacation Days
- 10 paid Holidays
- Health leave
- Personal leave
- Maternity, paternity and adoption leave
- Full pay for jury duty

You will be expected to attend New England Yearly Meeting Sessions. The Young Friends–Young Adult Friends Coordinator is under the supervision of the Yearly Meeting Secretary (<<YM Secretary name>>).

Within budget limits, your supervisor may approve reimbursement for your attendance at conferences, trainings, seminars, and similar events connected with your work for the Yearly Meeting. You will provide your supervisor and the Youth Programs Committee with reports of your work and expenses, as described in the Staff Work Plan. You will also participate in an annual review and self-reflection that your supervisor will arrange with you.

This letter and the Personnel Policy Manual are intended to be guidelines to facilitate a mutually beneficial arrangement of service and support necessary to carry out the work of New England Yearly Meeting. More important than the specific arrangements, however, is the degree of our caring, our willingness to work in harmony with one another, and our ability to be open to God's leadings.

Your signature below is your formal acceptance of NEYM's appointment and proposed conditions of employment. Please keep one of the two original, fully signed documents and return the other directly to the Yearly Meeting Office for filing.

On behalf New England Yearly Meeting of Friends *[to be signed in duplicate]*

<<YM Secretary name>>
Yearly Meeting Secretary

Date

<<employee name>>

Date

cc: (upon both signatures): Treasurer, Clerk of Personnel Committee

2. Model Employment Letter for Regular Part-time Employees (revised 2010)

<<date>>

Dear <<name>>,

This letter serves as an employment agreement between you and New England Yearly Meeting (NEYM) for the regular full-time position of <<insert job title>>. Working with <<insert brief description of the job, including relevant Committee(s) as necessary>>. Further expectations with regard to the position are stated in the Staff Work Plan for Fiscal Year 20xx, your job description, and the NEYM Personnel Policy Manual.

Your employment continues through September 30, 20xx.

- You will work an average of XX hours/week for a total annual salary of \$XX,XXX to be paid in monthly installments of \$X,XXX.XX/month.
- You will receive an employer retirement contribution equal to 10% of your salary. You may also contribute to your personal ING-Tax Deferred Annuity plan.
- A Flexible Benefits Plan (Section 125) is also available to NEYM employees, which can be established each year for medical and dental expenses as well as for dependents. Documents explaining the plan are on file at the NEYM office.
- Federal and Massachusetts personal income taxes, Social Security, FICA and Medicare taxes will be withheld from your salary.

The position’s other benefits, in keeping with detail in the Personnel Policy Manual, include (*prorated half-time*):

- 7.5 paid Vacation Days
- 5 paid Holidays
- Health leave
- Personal leave
- Maternity, paternity and adoption leave
- Full pay for jury duty

You will be expected to attend New England Yearly Meeting Sessions. The <<insert job title>>is under the supervision of the Yearly Meeting Secretary (<<YM Secretary name>>). Within budget limits, your supervisor may approve reimbursement for your attendance at conferences, trainings, seminars, and similar events connected with your work for the Yearly Meeting. You will provide your supervisor and the <<insert relevant Committee(s) reference as necessary>>with regular reports of your work and expenses, as described in the Staff Work Plan. You will also participate in an annual review and self-reflection that your supervisor will arrange with you.

This letter and the Personnel Policy Manual are intended to be guidelines to facilitate a mutually beneficial arrangement of service and support necessary to carry out the work of New England Yearly Meeting. More important than the specific arrangements, however, is the degree of our caring, our willingness to work in harmony with one another, and our ability to be open to God’s leadings.

Your signature below is your formal acceptance of NEYM’s appointment and proposed conditions of employment. Please keep one of the two original, fully signed documents and return the other directly to your supervisor.

New England Yearly Meeting of Friends [*to be signed in duplicate*]

<<YM Secretary name>>
Yearly Meeting Secretary

Date

<<employee name>>

Date

cc: (upon both signatures): Treasurer, Clerk of Personnel Committee

3. Model Employment Letter for Employees Considered Ministers Under IRS Regulations (revised 2010)

<<date>>

Dear <<name>>,

<<If employee appointed by NEYM annual Sessions>> By action of the XXX annual session of New England Yearly Meeting you have been continued in the regular full-time position of <<insert job title>>

This letter serves as an employment agreement between you and New England Yearly Meeting (NEYM) Expectations with regard to the position are stated in the Staff Work Plan for Fiscal Year 20XX, your job description, and the NEYM Personnel Policy Manual.

The referenced position performs, at the Yearly Meeting level, all the functions of Friends ministry that may be required. The position’s housing allowance is an income tax-free housing allowance. Your annual ministerial housing allowance, paid in monthly installments, is \$xx,xxx.

Your employment continues through September 30, 20XX. Your compensation includes:

- A salary at the annual rate of \$xx,xxx for this period (a monthly amount of \$x,xxx.xx).
- An employer retirement contribution equal to 10% of your salary. You may also contribute to your personal ING-Tax Deferred Annuity plan.
- A health plan benefit of XX% of your premium cost for either a single person, parent/child, couple, or family plan on the Yearly Meeting’s health insurance plan; you will pay the difference between the Yearly Meeting amount and the full cost of your health insurance. You may choose to participate in the available dental plan at your own expense.
- You will also be listed on the NEYM group disability income benefits plan.

Federal income tax will be withheld from your salary. A Flexible Benefits Plan (Section 125) is also available to NEYM employees, which can be established each year for medical and dental expenses as well as for dependents. Documents explaining the plan are on file in the office.

The position’s other benefits, in keeping with detail in the Personnel Policy Manual, include:

- 15 paid Vacation Days
- 10 paid Holidays
- Health leave
- Personal leave
- Maternity, paternity and adoption leave
- Full pay for jury duty

You will be accountable to the Permanent Board through your supervisor chosen from among the members of the Coordinating and Advisory Committee. Within budget limits, your supervisor may approve reimbursement for your attendance at conferences, training seminars, retreats and similar events connected with your work for the Yearly Meeting. You will provide your Supervisor with monthly reports of your work and expenses. You will participate in an annual evaluation of your work. The Personnel Policy Manual states the details of the evaluation process.

New England Yearly Meeting’s hope is for a mutually beneficial arrangement of service and support to carry out the work of Yearly Meeting. More important than the specific arrangements proposed by this letter, and as contained in the Policy Manual, are a mutual caring and willingness to work in harmony with one another. May we be open to God’s leadings.

Your signature below is your formal acceptance of NEYM’s appointment and proposed conditions of employment. Please keep one of the two original, fully signed documents and return the other to the NEYM Office.

New England Yearly Meeting of Friends

<<job title>>

Clerk, Permanent Board

Date

<<name>>

Date

cc: (upon both signatures): Supervisor; Clerk, Personnel Committee; Treasurer

APPENDIX B. EMPLOYEE INFORMATION FORM

This form shall be filled out upon hiring, and shall include the following information:

Employee's Name

Home Address

Mailing Address (if different)

Social Security Number

Telephone Numbers

Email Address

Other contact information

Emergency Contact information:

Who should be notified in case of medical or other emergency?

What is their relationship to you?

What is the best way to contact them?

Medical Contact information, if needed.

Medical Insurance Carrier (if not through NEYM provider)

The employee is responsible for keeping this information current.

ATTACHMENTS

JOB DESCRIPTIONS FOR STAFF APPOINTED BY NEYM ANNUAL SESSIONS

Yearly Meeting Secretary

PB Approved 5.09.09

Primary Function

The Yearly Meeting Secretary uses skills in administration, communication, and pastoral care to support Friends in doing the work of God. The Secretary listens to and communicates effectively with all the elements of the Yearly Meeting—Monthly Meetings, Quarterly Meetings, committees, and individuals—assisting them to be informed, educated, and inspired in their spiritual and practical religious activities. The Secretary has primary responsibility for ensuring that all Yearly Meeting staff work to achieve the goals articulated by the Yearly Meeting, and serves a key role in the planning process bringing those goals forward. This is a full-time position that will require some weekend and evening hours, at times requiring more than 40 hours per week.

Supervision and Oversight

The Yearly Meeting Secretary will report and be accountable to the Coordinating and Advisory Committee (C&A) and will be supervised by a member of that committee as designated by the committee.

Qualifications

The Yearly Meeting Secretary shall be a member of the Religious Society of Friends with a deep understanding of Quaker beliefs, testimonies, traditions and practices. Skills required include well-developed administrative and non-profit management skills, as well as excellent capability in spiritual leadership, pastoral counseling, organizing, teaching, speaking and writing. The YM Secretary must be able to write and edit clear expository prose, to delegate and supervise the work of others, and respond appropriately to a wide variety of inquiries.

Responsibilities and Duties

Administrative

- Create an annual plan of work for the Yearly Meeting staff in consultation with the C&A Committee, setting priorities and goals to meet the requirements of the Yearly Meeting.
- Create a budget for all staff costs, consulting with C&A Committee for discernment, to share with Finance Committee in the annual budget process.
- Assist in the creation of a Yearly Meeting Priorities Budget Proposal.
- Supervise staff (Excluding the Camp Director.): includes hiring, providing orientation, evaluating and coaching. Supervise personnel matters for staff, in consultation with Personnel Committee and Treasurer. Administer Personnel Policies.
- Meet regularly with staff to coordinate work and to plan how to meet the needs of the Yearly Meeting including services to the Annual Sessions, Committee Days, and monthly and quarterly meetings.
- Provide reports for C&A and Permanent Board as needed.
- Assist the Yearly Meeting in the management of properties and other legal matters.

Program Supervision

- Direct preparation for, and execution of, the physical arrangements of Yearly Meeting Sessions; assist with the development and implementation of plans and budget for the Yearly Meeting Sessions program.
- Assist staff in the planning of other programs for the Yearly Meeting.

Pastoral

- Minister to the spiritual needs of constituent Meetings, groups and individuals within the Yearly Meeting and nurture Friends' concerns, including peace and justice.
- Support the Yearly Meeting committees under the guidance of the C&A Committee.
- Create a structure to meet the pastoral needs of the Yearly Meeting, calling forth the ministry of others and providing assistance and support. Work with Yearly Meeting Ministry and Counsel.
- Maintain direct communication with monthly and quarterly meetings through visitation and correspondence and bring Friendly support and news of Quaker activities, connecting the funding needs of the Yearly Meeting with its mission.
- Provide consultation to local meetings as needed and requested.

Staff Community

- Strive to form with the staff, a loving and worshipping community, responsive to one another and the Yearly Meeting.
- Provide leadership for the staff team with a shared responsibility for encouraging the spiritual growth and unity of purpose of the Yearly Meeting.

Liaison

- Maintain appropriate liaison relationship with Friends General Conference, Friends United Meeting, and Friends World Committee for Consultation.
- Assist with hosting and planning travel and visitation within the Yearly Meeting for visiting Friends.
- Maintain communication with and provide assistance to the Presiding Clerk and the Clerk of the Permanent Board.
- Serves *ex officio* as a member of the Coordinating and Advisory Committee, and on Sessions and Ministry and Counsel committees. Participate as an *ex officio* member of the Permanent Board, and the Executive Committee of the New England Region of the American Friends Service Committee
- Represent the Yearly Meeting as appropriate.

Accountability

- Be accountable to Permanent Board through the C&A Committee and appointed supervisor.
- Have a thorough knowledge of the Personnel Policy Manual policies and procedures.
- Submit expense reimbursement requests, monthly reports, travel logs and time logs in a timely fashion.
- Participate in annual performance appraisal.

New England Yearly Meeting
JOB DESCRIPTION - DIRECTOR, FRIENDS CAMP
approved 11/15/03

General Statement

Friends Camp is a small residential Quaker summer camp located near China Lake in South China, Maine. The camp is open from June through August for four two-week sessions and serves children ages 7-17. Besides the regular camp season, the camp is available to groups during the shoulder seasons for retreats, workshops, and meetings. The Friends Camp Director is a full time position requiring extended hours during the camp season. Off season hours will vary, with the intent that the position requires an average of 40 hours-per-week on an annual basis.

Supervision/Oversight

In general, the director is responsible for planning, directing and supervising all operations of the camp, working under the administrative oversight of the Friends Camp Committee and the Permanent Board of New England Yearly Meeting.

Qualifications

The director should have a heartfelt appreciation of and dedication to Quaker traditions and ways of doing business and should preferably be a member of the Religious Society of Friends. The director should have a bachelor's degree or other professional certification, at least two seasons of camp administrative experience, experience working with young people, and be at least 25 years of age. The director should be self-motivated with strong leadership skills. Additionally, the director should have the abilities to recruit and supervise both staff and campers; to plan, originate, organize and carry out the summer program; and to represent camp publicly to a variety of constituent groups. A CORI check will be required. Current certifications in CPR and First Aid are highly desirable.

Responsibilities and Duties

I COLLEGIAL

- a. Maintaining regular contact with the Youth and Education Secretary and YM Secretary. Work with the Youth and Education Secretary to identify and implement ways that the camp can be used as part of the outreach to Yearly Meeting youth.
- b. Maintaining a good working relationship with the Administrative Secretary on matters of mutual concern.
- c. Attending Yearly Meeting to be available to speak with parents, campers, and all interested attenders, and to make reports as invited by the Clerk.
- d. Attending regularly scheduled Camp Committee meetings.

II MANAGERIAL

- a. Assist the Camp Committee in developing camp goals. Define, plan and implement a program to reflect camp goals and to comply with local and state regulations.
- b. Originate and carry out a system for recruiting (and registering) campers and staff utilizing brochures, telephone calls, advertisements, camp's web site, alumni, Camp Fairs, presentations to Monthly & Quarterly Meetings, etc.
- c. Prepare and conduct pre-camp and in-service staff trainings.
- d. Order or supervise the ordering of food, supplies and equipment, and arrange for proper distribution.
- e. Develop routines, schedules and procedures for camp operation.
- f. Assign staff activities and other responsibilities.
- g. Assign staff and campers to cabins.
- h. Set and supervise office procedures, opening- and closing-day procedures for staff and campers.
- i. Organize and/or approve trips out of camp for programs, supplies and crisis management.
- j. Monitor safety and all procedures as they pertain to the complete supervision of all campers and staff.
- k. Maintain and review records and evaluations of all programs, operations, staff and facilities. (See Section VI – Financial for more details)
- l. Supervise and assist the bookkeeper in the keeping of orderly and accurate records.
- m. Work with the Camp Committee to identify and cultivate potential donors.
- n. Promptly acknowledge all donations to camp in the correct form.
- o. Plan, direct and supervise all off-season camp sponsored programs.
- p. Schedule and coordinate the use of camp facilities by user groups. Act as camp's agent in preparing rental agreements and in making any required arrangements for special equipment or support staff. Prepare and implement a plan for soliciting off season rentals.
- q. Ensure proper physical maintenance of the camp by working closely with the Site Manager.
- r. Maintain contact with the caretakers to resolve maintenance issues, collect rent, and do overall site evaluation.
- s. Maintain a smooth working relationship with the Friends Camp Committee, providing regular reports of activities and keeping in communication with various members of the committee, consulting with the committee on program and budget when necessary, and fostering committee involvement.

III PROFESSIONAL

- a. Maintain an awareness of current state laws and regulations regarding camp standards.
- b. Network with other camp professionals.
- c. Actively participate in the Quaker Information Network, a group of directors of Quaker Camps.
- d. Stay current with youth issues concerning health, education and welfare.
- e. Identify and take advantage of training opportunities.

IV PASTORAL

- a. Work to create a camp environment where Friends' values are a part of every day life.

- b. Ministering to the spiritual needs of the campers, creating a space for them where they are valued people and feel that it is safe to be themselves.
- c. Counseling campers and staff, encouraging youth leadership.

V EDITORIAL

- a. Develop and maintain materials for camper enrollment (brochure, health form, etc.)
- b. Develop and maintain employment applications and agreements so that they are current and legally correct.
- c. Oversee the development and maintenance of camp's web site.
- d. Assist the Camp Committee in preparing and distributing an annual appeal for donations.
- e. Work with the Camp Committee to design and distribute other fund raising materials.
- f. Develop and maintain manuals (Staff, Waterfront, Medical, etc.) as needed.
- g. Develop and maintain job descriptions for all staff.
- h. Develop and maintain camp's risk management and emergency action plans.
- i. Develop and implement a system for collecting evaluations from campers, parents, staff & user groups. Collate and analyze the results. Share the results with the Camp Committee.
- j. Submit a written annual report to Yearly Meeting Sessions.
- k. Prepare quarterly reports for the Camp Committee, including a comprehensive report at the end of each summer describing how the summer went, touching on staff evaluations, camper census data, feedback from campers, parents & staff, the condition of the physical plant, and recommendations for the following season.

VI FINANCIAL

- a. Work with the Treasurer and the Camp Committee to develop an operations budget for camp, including recommended camper fees.
- b. Work with the Treasurer and the Camp Committee to develop budgets and plans for capital projects.
- c. Expend funds for camp activities in accord with the approved budget and financial management policies established by the Camp Committee.
- d. Receive, review and approve all bills prior to payment. Receive and deposit all payments.
- e. Handle overdue camp registration payments, bounced checks, and other special situations.
- f. Receive and process requests for camperships (Tuition Assistance.)
- g. Process Payroll as required.
- h. Oversee the maintenance of income and expense records for the camp.
- i. Prepare Income and Expense reports for the Treasurer and the Camp Committee.
- j. Maintain and review on an annual basis camp's insurance coverage.

VII ACCOUNTABILITY

- a. Be accountable to the Camp Committee. Be accountable to the Supervisor in matters pertaining to Yearly Meeting Personnel policies, particularly the annual performance appraisal.
- b. Be familiar with the Personnel Policy Manual policies and procedures.
- c. Communicate regularly with Supervisor and Camp Committee.
- d. Participate in an annual performance appraisal, as described in the Personnel Policy Manual.

STAFF PERFORMANCE APPRAISALS PROCEDURES

Personnel Committee Approved March 9, 2010

Annual performance appraisals for Regular Full-time and Regular Part-time employees are an important part of the cycle of business for the Yearly Meeting. The process serves to support and affirm the work of the staff and to give them an opportunity to examine their roles within the Yearly Meeting, and provides an opportunity for feedback on accomplishments and areas in need of improvement.

The appraisals follow three phases which are outlined in the Personnel Policy Manual (Section III, D). **Phase One** of the process is the self-evaluation phase and begins the process, usually in eighth or ninth month of the employment year. Included are suggested self-evaluation questions to be sent to the staff member to begin the course of action. The staff member will write a response to be sent to and shared only with his/her supervisor. (Sharing this response more broadly could tend to make the responses less frank and candid; and crafting the document for dissemination could tend to become the primary consideration of the meeting between staff member and supervisor.)

Phase Two takes place in ninth or tenth month of the employment year and includes: 1) The supervisor gathering observations from people in the Yearly Meeting who work with or witness the work of the staff member; 2) A meeting of the staff member and the supervisor, where those observations and the observations of the supervisor are shared; 3) A summary minute of the meeting is written by the supervisor, shared with the staff member and sent to the Personnel Committee. In the case of the YM Secretary the letter is also sent to the Coordinating & Advisory Committee and in the case of the Camp Director to the Friends Camp Committee. This confidential minute constitutes the formal Performance Appraisal to be filed in the employee's personnel records.

Phase Three takes place shortly following the meeting with the employee and her/his supervisor. Upon the completion of a positive Performance Appraisal, the Yearly Meeting Secretary will notify the employee of their continuing employment. In the case of the YM Secretary, the Coordinating and Advisory Committee shall review the minuted YM Secretary's Performance Appraisal and shall then recommend to Permanent Board whether the YM Secretary should be re-appointed, and under what conditions, if any. In the case of the Camp Director, the Friends Camp Committee shall review the minuted Camp Director's Performance Appraisal and shall then recommend to Permanent Board whether the Camp Director should be re-appointed, and under what conditions, if any. Permanent Board will then recommend continuing employment of the YM Secretary and the Camp Director to the annual Sessions. The Personnel Committee, the Coordinating and Advisory Committee (for the YM Secretary), or the Friends Camp Committee (for the Camp Director) may, at that point, recommend any substantial changes in the job description.

Request for input, NEYM Staff Appraisals

To: [Specific individuals identified by Supervisor]
From: [Superviosr's Name]
Date:
Subject: Request for input, NEYM Staff Appraisals

Greetings,

We have begun the annual process of performance appraisals for the managerial-level staff members of the Yearly Meeting. You have been identified as being a person likely to be able to make some observations of <<Named Staff Member>> to be included in his/her appraisal. Your observations are not THE appraisal, but will be included with the observations of at least six others and shared with the staff member at a meeting from which we will write a summary minute. That minute will constitute the formal and confidential Performance Appraisal which will be filed, and used as a basis for Personnel Committee's recommendations to Permanent Board.

If you are willing to share your observations, I will be calling you to hear your comments. The following questionnaire should not be seen as a form to fill out, and we hope will not inhibit your communication, but as a baseline of areas to examine.

We suggest the following list of words as indicative of performance level as we look at those different areas, but you are welcome to choose your own if your prefer. And while one word can provide an informative summary, we will be looking for your observations of specifics to illustrate how the chosen words are indicative:

- Outstanding—Indicates exceptional performance
- Commendable— Performance is beyond normal requirements and competence
- Effective—Fulfills the normal job requirements with some strong points
- Needs Improvement—Performance is below job requirements, but improvement can be anticipated
- Unsatisfactory—Job performance must be improved substantially to be acceptable

Criteria areas to illustrate aspects of performance: You may not have observations for all areas, and these may not all be applicable in your mind to [Named Staff Member] anyway. Please use these to jog your memory for specific situations that you have observed in the past year. We hope you will pay particular attention to examples of Quaker leadership and spiritual gifts as you consider these categories.

Communication Skills:

Job Knowledge:

Organization and Planning:

Leadership and Supervision:
Dependability:
Initiative:
Problem Solving Ability:
Adaptability:
Professional Attitude:
Productivity:
Relationships with Others:
Specific Achievements:

Thank you for sharing your observations and thoughts. These will inform the process of supporting our staff and maintaining two-way communication between the staff members and the Yearly Meeting.

[Supervisor]