



UUA Office of Church Staff Finances
February 2023

Compensation and Staffing Survey

Conducted May-June 2022

Survey Background and Methodology

Participation

Results: Staffing and Salaries

Concluding Thoughts

Appendix: Survey Questions

BACKGROUND

This report has been written by Jan Gartner and Sean Griffin, the members of the Compensation Team in the UUA Office of Church Staff Finances.

In 2020, the UUA's Office of Church Staff Finances (OCSF) began a process of reexamining the UUA's Salary Recommendations. An important goal of this process was to better understand actual compensation and staffing practices in member congregations. In support of that goal, member congregations were asked to participate in a Compensation and Staffing Survey in the Spring of 2022. This was the first time since 2008 that the UUA had attempted to systematically explore and document the compensation and staffing practices in our member congregations.

Throughout the process of designing the survey, we wrestled with how to make it easy for leaders to complete while still collecting sufficient information for our purposes. Sensitive to time demands on staff and lay leadership, we considered who would likely answer the survey and what information they would have easy access to. We tried to tease out what was essential to rethinking UUA salary recommendations versus what would just be interesting to know.

In the end, we decided that the essential information to capture was:

- Positions filled (as of May 1, 2022),
- Annualized pay for each position (a sometimes-involved question),
- Whether a position was full-time (a surprisingly complex question that we explore later in this report) or, if part-time, the employee's hours.

We also asked about benefits, although we have not yet reviewed that data.

Our understanding is limited by what we did *not* ask. We did not ask about years of experience, education, or length of service, nor did we collect gender, racial, or other identity information about employees. Promoting equity and justice for persons across gender, race, and other identities is central to our work and we continue to engage with congregations and other UUA staff to better understand how all persons are treated across the Association. Our hope is to conduct more regular surveys and find appropriate methods to capture information about experience and identities.

NOTES ABOUT METHODOLOGY

Collection

The survey utilized a Google Form to collect data online and, as an alternative, an Excel Worksheet for congregational leaders to complete offline. Both requested the same information, although the formats were necessarily different. The Google Form was limited to 10 entries, but congregations were able to submit the form multiple times if they had more than 10 employees. Most responses were submitted using the Google Form, although congregations with a larger employee population more frequently used the Excel worksheet. The survey questions are detailed in the appendix at the end of this report.

“Comparable” Positions

At the time of the survey, UUA salary guidance was reflected in the 2021-2022 salary recommendations. That guidance had specific information for 26 job titles. Actual job titles can and do vary widely among member congregations. The survey encouraged participants to select the job title that most closely matched each employee’s work as reflected in the Capsule Job Descriptions (https://www.uua.org/files/pdf/c/capsule_job_descriptions.pdf). Those responses that do match job titles in the '21-'22 salary recommendations are “comparable” positions and provided us with more opportunities to compare actual to recommended pay practices. In some instances, these are referred to as “UUA Equivalent” positions. There were a significant number of employee entries that did not match these titles or job descriptions. The opportunities for analysis of these positions were more limited. We have endeavored to be explicit within this report when the data refers to all responses or only to comparable positions.

Other Data Sources

In addition to the Salary Tables for 2021-2022, we utilized the 2022 Congregational Data (<https://dyn.uua.org/congregation/certlist.php?year=2022>) for budget (total operating expenses), membership, and region. For Geo Index information on congregations, we utilized the underlying research from the Economic Research Institute that formed the basis of the Geo Index Listing for 2021-2022 (https://www.uua.org/files/2020-11/Geo_Index_Listing_21-22.pdf).

Average, Median, and Percentiles

Average refers to the mathematical mean of a given range of values. The average is derived by adding up all numbers in a range and dividing by how many numbers there are.

Median refers to the mathematical middle of a given range of values. It is derived by ordering a range of numbers typically from smallest to largest, and then identifying the number that is in the middle of the range so that half the range is larger, and half is smaller. (In cases where there are an even number of entries in the range, the median is the average between the two middle numbers.) In many cases the median is preferable to the average because it smooths out the outliers. While one or two extreme values can significantly influence the average of a set of results, they will have little effect on the median.

Percentiles are used to indicate values below which a certain percentage of the data in a data set is found. For example, the 75th percentile is the value at which 75% of all data in the set is below that value. The median, by definition, represents the 50th percentile of a data set.

Measuring Variance

In this report, the term “variance” (sometimes abbreviated VAR in displayed tables) is used in the context of difference from an established or recommended norm. This language was a personal choice and not intended to meet any rigorous scientific definition.

Our most common measurement of variance is the difference in percentage between the median salary among survey respondents and the relevant UUA midpoint recommendations. To calculate the variance, we collected the percent difference between each individual submission and its

corresponding recommendation and then examined the median for the collected values. A positive variance means that the median of the collected values fell above the recommended midpoint; negative variances indicate medians below the recommended midpoints.

Part-Time Salaries and Full-Time Equivalent (FTE)

Most employees in surveyed congregations are part-time workers. For some, their work is measured on an hourly basis. Others are paid for a set number of hours per week or per month. Some work “full-time,” but only for part of the month or only some months out of the year. In order to have meaningful comparisons, all of these different part-time positions were converted to their Full-Time Equivalent (FTE) salaries in order to compare their pay to that of other workers and to the UUA Salary Recommendations, which are posted as full-time.

Just the process of calculating these FTE salaries revealed some interesting trends. In general, we discovered pay for part-time workers, *when converted to full-time equivalent (FTE)*, was consistently above midpoint recommendations and higher than similar full-time positions. Put another way, pay for part-time workers was higher than pay for full-time workers when measured on an hourly basis. This will be explored further in subsequent sections.

Norming to Geo Index 3

As noted in our guidance to the Geo Index Listings, Geo Index 3 represents communities where the average wage paid falls closest to the U.S. average. This is the baseline for current UUA Salary Recommendations. The recommendations for other Geo Indices are calculated as a percentage above or below this baseline according to the following table:

- Geo 1: 88% of Geo Index 3
- Geo 2: 94% of Geo Index 3
- Geo 3: baseline, representing communities with wages nearest the national average.
- Geo 4: 106% of Geo Index 3
- Geo 5: 112% of Geo Index 3
- Geo 6: 118% of Geo Index 3
- Geo 7: 124% of Geo Index 3

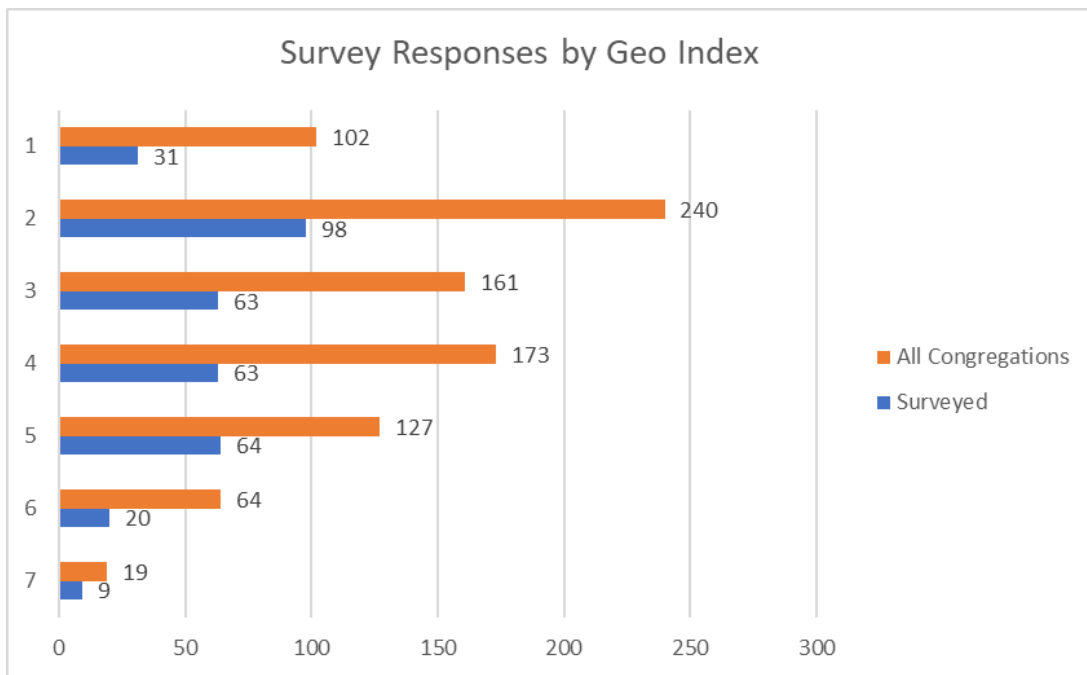
For queries that compared wages across different Geo indices, salaries were converted to Geo Index 3 equivalent by dividing that salary by the appropriate percentage difference from the original Geo Index. For example, dividing a Geo 2 salary by .94 normed that salary to Geo Index 3.

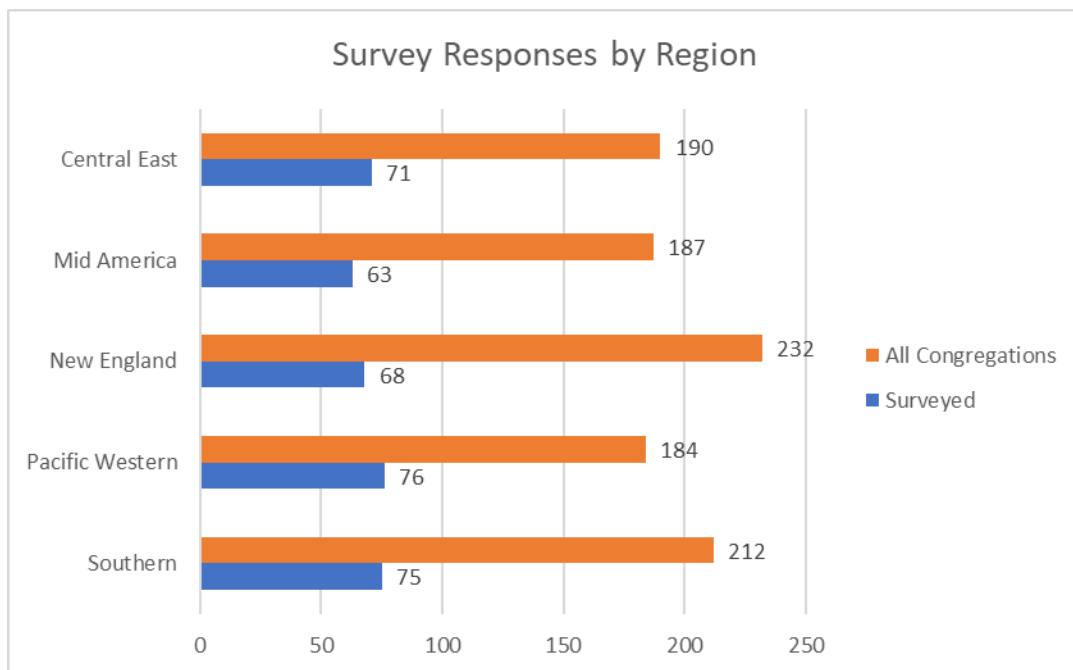
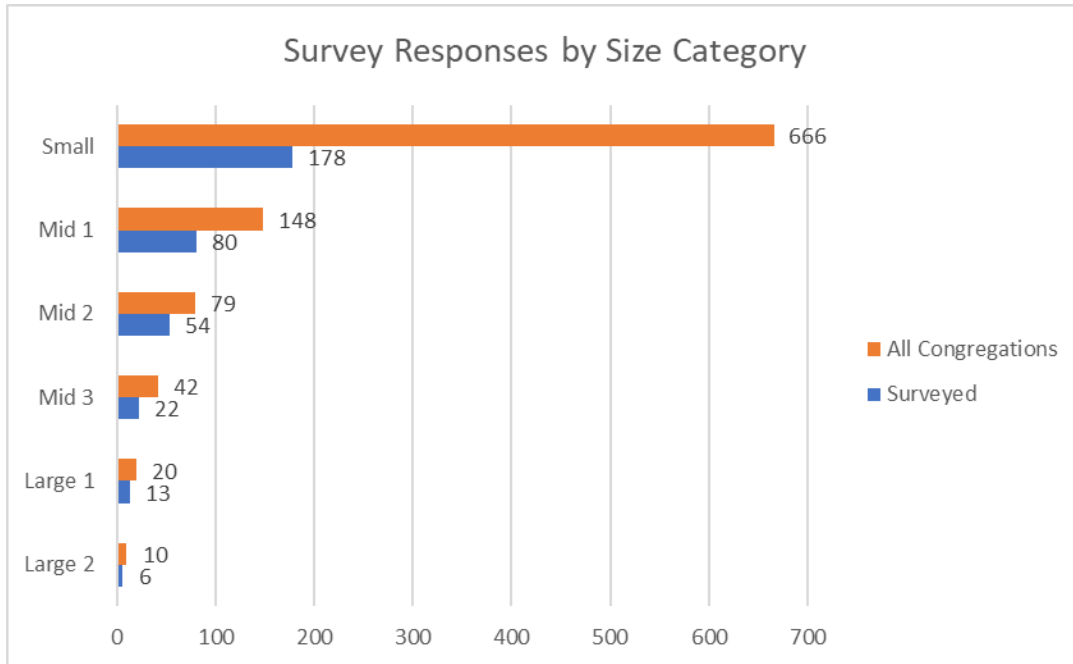
PARTICIPATION

We set a goal of collecting responses from 200 congregations. After holding the survey open for 6 weeks, we received just over 350 congregational submissions. Those surveyed provided a robust and representative sample. Every Geo Index had at least 30% of its congregations participating. Every region also had participation of 30% or higher. Perhaps most encouraging was that every size category, except for Small Congregations, had 50% or better participation.

The more modest participation for small congregations was not unexpected. The survey responses we did receive indicate that many small congregations employ primarily part-time staff on very limited terms. There is also evidence that a substantial portion of our small congregations are entirely volunteer-led. Nonetheless, as congregations in the small size category represent the majority of all UUA member congregations, further study may be warranted.

To provide a better understanding of the congregational responses, the charts below demonstrate the distribution of participation by Geo Index, Size, and Region. (“All Congregations” totals differ slightly from one another due to different source documents.)





POSITIONS SURVEYED

Participating congregations shared information on nearly 2150 employees. A total of 1675 submitted positions were equivalent (or “comparable”) to those listed in UUA Salary Recommendations. The 470 positions that did not match represented 22% of all positions surveyed, or more than one in five.

These included blended positions and those we have not been tracking for salary purposes. The chart below reflects the total responses we received sorted by cohort and position.

Positions Reported		
Position count	All positions	UUA Equivalent
Aministration and Operations		
Bookkeeper	67	67
Business Administrator	21	17
Childcare Worker	124	124
Congregational Administrator	90	90
Custodian	137	136
Dir. of Finance & Operations	26	17
Facilities Manager	39	14
Office Administrator	157	157
Office Assistant	53	53
Admin / Operations Staff - Other	242	n/a
Membership		
Membership Coordinator	26	26
Membership Director	14	14
Membership Manager	7	7
Membership - Other	6	n/a
Ministers		
Lead Minister: Solo, Senior, or Co-lead	290	289
Second Minister: Assistant function	25	25
Second Minister: Associate function	23	23
Minster - Other	29	n/a
Music		
Choir Director	45	45
Instrumentalist	92	91
Music Director	191	188
UUA Certified Choir Director	1	1
UUA Certified Music Director	10	10
Music Director - Other	65	n/a
Religious Educators		
DRE: Credentialed, Associate Level	21	21
DRE: Credentialed, Credentialed Level	43	43
DRE: Credentialed, Master Level	19	19
Religious Education Coordinator	73	73
Religious Educator	125	125
Religious Educator - Other	81	n/a
TOTALS:	2142	1675

STAFFING

Ratio of Full-Time to Part-Time Employees

The survey indicated that 70.33% of all of employees at member congregations are part-time workers. Small congregations have the highest percentage of part-time workers at 82%; that percentage decreases as congregations become larger, down to 45% of workers at Large 2 congregations being part-time.

We feel very confident in the data on full-time workers as most reported full-time positions are career-path jobs and unlikely to have more than one person fulfilling the role, whereas there are indications that some congregations reported part-time employees by position rather than accounting for each individual worker. Additionally, because small congregations have a heavier reliance on part-time workers and are under-represented in the survey, part-time employees are likely to be under-reported overall.

Full-Time vs. Part-Time Employees by Size						
	All Entries			Comparable entries only		
	FT	PT	% PT	FT	PT	% PT
Small	125	570	82.01%	109	475	81.34%
Mid 1	133	355	72.75%	126	275	68.58%
Mid 2	147	317	68.32%	133	204	60.53%
Mid 3	78	131	62.68%	71	87	55.06%
Lrg 1	99	93	48.44%	75	51	40.48%
Lrg 2	56	46	45.10%	46	28	37.84%
All Entries	638	1512	70.33%	560	1120	66.67%

Full-Time Employees per Members and Budget

Comparing the number of full-time employees to their respective congregation’s membership and budget as recorded in the 2022 Congregational Data indicated:

- 0.95 (median) full-time employees for every 100 members
- 0.57 (median) full-time employees per \$100,000 of reported operating expenses.

	FT EE	Certified Members	Budget	FT EE per 100 Members	FT EE per \$100K Budget
Median:	2.00	211.00	\$ 329,162.00	0.95	0.57
Mean:	2.67	246.67	\$ 442,255.04	1.18	0.70

As previously noted, most reported full-time positions are career-path jobs and unlikely to have more than one person fulfilling the role, giving us high confidence in this data.

To be clear, these numbers reflect only full-time employees – *not* the total size of the staff expressed as full-time equivalents. 238 (out of 350 total) responding congregations indicated at least one full-time employee.

There is a fair amount of spread in the data. We are not suggesting that these ratios are what congregations “should” have. It is simply one take on the information.

SALARIES: GENERAL

Variance from Midpoint Recommendations

The median difference between UUA’s midpoint Salary Recommendations and the totality of comparable positions indicates that overall, congregational employees are paid 0.86% below the median for their respective recommendations. As an aggregate measurement, this conclusion has little practical value. This “median of medians” being very close to 0% simply tells us that half of the surveyed positions pay above the UUA recommendation on an FTE-normalized basis and half pay below. There is substantial variation when examining individual positions. Some of the anomalies indicated by high variance from midpoint are discussed in later sections where we examine job areas in more detail.

Variance from Midpoint Recommendation by Position			
Position: UUA Equivalent Only	Count	Median % Var	Avg % Var
Administration and Operations			
Bookkeeper	67	2.58%	7.59%
Business Administrator	17	-12.88%	-12.45%
Childcare Worker	124	11.45%	10.75%
Congregational Administrator	90	-1.20%	-1.50%
Custodian	136	4.65%	10.80%
Dir. of Finance & Operations	17	-6.68%	1.45%
Facilities Manager	14	-0.52%	12.71%
Office Administrator	157	4.53%	6.05%
Office Assistant	53	12.97%	14.75%
Membership			
Membership Coordinator	26	-4.97%	-0.62%
Membership Director	14	-13.35%	-11.89%
Membership Manager	7	-7.80%	-8.54%

(CHART CONTINUED ON NEXT PAGE)

Ministers			
Lead Minister: Solo, Senior, or Co-lead	289	1.50%	2.84%
Second Minister: Assistant function	25	-9.42%	-1.29%
Second Minister: Associate function	23	-14.09%	-15.49%
Music			
Choir Director	45	9.56%	36.91%
Instrumentalist	91	69.32%	141.47%
Music Director	188	3.01%	9.58%
UUA Certified Choir Director	1	**	**
UUA Certified Music Director	10	5.07%	9.95%
Religious Education			
DRE: Credentialed, Associate Level	21	-2.28%	-4.81%
DRE: Credentialed, Credentialed Level	43	-2.24%	-4.49%
DRE: Credentialed, Master Level	19	-8.09%	-7.87%
Religious Education Coordinator	73	8.04%	9.28%
Religious Educator	125	-3.25%	-3.38%
TOTALS:	1675	-0.86%	8.41%
** Insufficient data to report			

We have accounted for differences in Geo Index and size as each individually reported salary is included in the calculations relative to its respective midpoint. The '21-'22 ranges are of unequal width, meaning that minimums and maximums are not uniform percentages below and above their respective midpoints. For this reason, we can only report where median/average variances fall relative to midpoints – not relative to range minimums or the maximums. (As an example, for some positions and sizes, 12% below the midpoint would fall above the minimum while in other cases it would be below the minimum.) This is a limitation. Note that in the Congregational Salary Program introduced in late 2022, ranges are the same across positions, so it will be easy to report on placement within the range in the future.

Variance from midpoint recommendations was one of our primary analytical approaches; therefore, it is worthwhile to explore a little further the methodology used to arrive at these numbers. As noted in “Measuring Variance” on page 3, we calculated the variance from actual salary midpoint recommendations by normalizing all submissions to full-time, then examining the difference between each FTE-normalized submission and its equivalent midpoint recommendation.

To illustrate, the table on the next page demonstrates the calculations for Facilities Managers. The first (left) column is reported annual salaries from the survey, converted to full-time equivalent. The second column is the midpoint recommendation for that congregation’s size and geo index. Variance is the calculated percentage difference between the midpoint recommendation and actual.

Facilities Manager Salaries (UUA Equivalent), Normalized to Full-Time and Compared to Midpoint Recommendations

Annual Salary (FTE)	Midpoint Rec	% VARIANCE fr MID			
\$ 46,217.60	\$ 46,600.00	-0.82%			
\$ 66,011.00	\$ 53,300.00	23.85%			
\$ 49,004.80	\$ 49,300.00	-0.60%			
\$ 71,400.00	\$ 49,300.00	44.83%			
\$ 45,600.00	\$ 47,900.00	-4.80%			
\$ 70,000.00	\$ 47,900.00	46.14%			
\$ 42,543.55	\$ 42,500.00	0.10%	Count	Median Variance	Average Variance
\$ 113,438.52	\$ 51,900.00	118.57%	14	-0.52%	12.71%
\$ 35,360.00	\$ 44,000.00	-19.64%			
\$ 41,500.00	\$ 45,600.00	-8.99%			
\$ 43,242.00	\$ 45,600.00	-5.17%			
\$ 32,675.68	\$ 40,400.00	-19.12%			
\$ 47,000.00	\$ 45,200.00	3.98%			
\$ 43,804.00	\$ 44,000.00	-0.45%			

Distribution of Salaries by Percentiles

We were also interested in understanding the percentile distribution of salaries for the various positions. In order to compare salaries across all 7 Geo Indices, we normed annualized full-time wages to Geo Index 3 by dividing each individual salary reported by the appropriate Geo Index difference. For example, salary recommendations in Geo Index 1 are 88% of Geo 3, so salaries for employees in Geo Index 1 were normed to Geo 3 by dividing each salary by 0.88. Although this approach smoothed out differences across Geo Indices, it did not account for congregational size. Sizes are combined and unadjusted. In other words, the full range of salaries for a given position in the table below, from the minimum to the maximum, is in part a reflection of differences in pay across sizes. Care should thus be taken in applying these results to individual situations.

The table on the next page shows the percentile breakdown for all survey responses by position, with all entries normed to their Geo Index 3, full-time equivalent. Again, sizes are combined.

Percentile Breakdown Normed to Geo Index 3 (all survey responses)							
<u>Position</u>	<u>Count</u>	<u>Min</u>	<u>25th</u>	<u>Median</u>	<u>75th</u>	<u>Max</u>	
Aministration and Operations							
Bookkeeper	67	\$ 27,857.14	\$ 38,891.32	\$ 44,255.32	\$ 49,710.71	\$ 83,870.97	
Business Administrator	21	\$ 44,255.32	\$ 51,662.67	\$ 59,886.79	\$ 63,816.98	\$ 70,921.99	
Childcare Worker	124	\$ 15,476.19	\$ 28,557.50	\$ 33,191.49	\$ 36,460.85	\$ 57,993.22	
Congregational Administrator	90	\$ 32,775.42	\$ 43,250.16	\$ 47,797.56	\$ 51,287.96	\$ 71,720.90	
Custodian	137	\$ 25,161.29	\$ 31,396.23	\$ 33,720.68	\$ 37,606.40	\$ 88,983.05	
Dir. of Finance & Operations	26	\$ 45,918.37	\$ 66,335.39	\$ 70,504.18	\$ 77,755.59	\$ 141,610.17	
Facilities Manager	39	\$ 29,017.86	\$ 37,052.09	\$ 42,610.70	\$ 45,772.07	\$ 215,112.50	
Office Administrator	157	\$ 19,688.14	\$ 35,957.45	\$ 39,260.00	\$ 43,181.13	\$ 59,659.09	
Office Assistant	53	\$ 19,200.00	\$ 32,780.80	\$ 35,360.00	\$ 38,628.57	\$ 53,226.53	
Admin / Operations Staff - Other	242	\$ 15,476.19	\$ 35,281.33	\$ 42,097.40	\$ 50,349.64	\$ 183,050.85	
Membership							
Membership Coordinator	26	\$ 31,200.00	\$ 37,388.48	\$ 42,172.62	\$ 44,104.03	\$ 54,237.29	
Membership Director	14	\$ 24,000.00	\$ 41,508.75	\$ 54,205.32	\$ 63,473.82	\$ 84,745.76	
Membership Manager	7	\$ 45,270.00	\$ 48,362.41	\$ 50,893.62	\$ 56,904.74	\$ 63,131.36	
Membership - Other	6	\$ 29,553.57	\$ 38,864.75	\$ 40,917.14	\$ 54,198.56	\$ 71,226.42	
Ministers							
Lead Minister: Solo, Senior, or Co-lead	290	\$ 5,531.91	\$ 65,764.75	\$ 79,490.50	\$ 93,212.07	\$ 182,904.02	
Second Minister: Assistant function	25	\$ 33,548.39	\$ 58,240.00	\$ 65,178.57	\$ 81,525.42	\$ 125,846.81	
Second Minister: Associate function	23	\$ 27,736.71	\$ 63,010.07	\$ 73,380.85	\$ 85,680.14	\$ 104,067.80	
Minster - Other	29	\$ 17,715.42	\$ 26,595.74	\$ 50,386.61	\$ 65,283.02	\$ 100,000.00	
Music							
Choir Director	45	\$ 20,799.11	\$ 42,689.32	\$ 51,474.99	\$ 57,624.11	\$ 236,808.51	
Instrumentalist	92	\$ 7,682.94	\$ 41,103.09	\$ 56,704.97	\$ 94,136.17	\$ 278,571.43	
Music Director	191	\$ 5,531.91	\$ 44,461.89	\$ 51,509.43	\$ 62,553.86	\$ 152,127.66	
UUA Certified Choir Director	1	*	*	*	*	*	
UUA Certified Music Director	10	\$ 47,840.00	\$ 52,602.57	\$ 56,187.39	\$ 70,070.09	\$ 94,591.49	
Music Director - Other	65	\$ 20,799.11	\$ 42,983.87	\$ 56,396.23	\$ 117,419.35	\$ 392,452.83	
Religious Educators							
DRE: Credentialed, Associate Level	21	\$ 35,744.68	\$ 41,000.00	\$ 46,415.09	\$ 53,729.84	\$ 77,600.00	
DRE: Credentialed, Credentialed Level	43	\$ 30,797.57	\$ 46,327.89	\$ 54,363.17	\$ 57,125.84	\$ 82,399.92	
DRE: Credentialed, Master Level	19	\$ 37,267.92	\$ 46,820.74	\$ 56,464.29	\$ 65,761.63	\$ 75,559.82	
Religious Education Coordinator	73	\$ 8,631.96	\$ 35,573.12	\$ 40,501.13	\$ 48,345.36	\$ 59,893.66	
Religious Educator	125	\$ 16,271.19	\$ 39,794.44	\$ 44,680.85	\$ 49,802.55	\$ 83,018.87	
Religious Educator - Other	81	\$ 5,531.91	\$ 31,396.23	\$ 36,833.33	\$ 43,026.00	\$ 59,379.84	
		* Insufficient data to report					

Overall

UUA salary tables for 2021-2022 were grouped into one of five areas: Ministers, Religious Education Staff, Music Staff, Membership Staff, & Administrative and Operations Staff. We received sufficient responses in the areas of Ministry, RE, and Administration to examine each of those staff areas collectively to better understand general salary conditions. In the Music area we received sufficient responses to analyze Music Director compensation. Unfortunately, we did not receive enough specific Membership responses to provide an adequate analysis of those positions. While there were a significant number of blended job titles that included membership, it was not within our ability to analyze blended positions.

SALARIES BY STAFF AREA

Salaries for Ministers

Those with ministerial credentials fulfill a wide range of roles in UUA Member congregations and other affiliated organizations. Existing salary recommendations are specific to those individuals serving as Lead (Solo, Senior, or Co-Lead), Associate, or Assistant Ministers.

Salary Data for All Ministers, Comparable Positions

Minister Comparable Responses (Lead, Associate, Assistant)			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
Comp to Existing	337	0.15%	1.28%

Minister Full time / Part time distribution (Lead, Assoc., Assist.)			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
FT	265	0.00%	-1.45%
PT	72	8.77%	11.33%

Ministers by Geo Index (Lead, Assoc., Assist.)			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
1	19	5.40%	10.09%
2	83	1.50%	2.54%
3	59	0.15%	3.30%
4	66	-2.10%	-1.61%
5	70	0.14%	-0.38%
6	25	2.12%	2.26%
7	15	0.00%	-5.89%

Ministers by Congregation Size (Lead, Assoc., Assist.)			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
S	128	7.37%	9.90%
M1	80	1.51%	0.41%
M2	60	-1.34%	-4.55%
M3	29	-3.95%	-7.77%
L1	25	-0.92%	-5.26%
L2	15	-14.96%	-15.77%

We approached these blended data sets with care, recognizing that when combining compensation for different, albeit related, positions there are some variables that cannot be captured in the data. Nonetheless we did find it valuable to note that nearly 4 out of 5 (78.6%) Lead, Associate, and Assistant ministers are employed full-time.

Overall, parish ministers' salaries are within the UUA recommendations. We noted salaries in Geo Index 1 and Small congregations comfortably exceeded midpoint recommendations. Reported salaries for ministers in most other Geo Indices and size categories fell fairly close to midpoint, but Large 2 congregations showed a large negative variance.

We believe that the higher positive variance for Small congregations is related to the typically higher wages of part-time employees. As noted in “Part-Time Salaries and Full-Time Equivalent (FTE)” on page 4, pay for part-time workers, when converted to FTE, was often higher than pay for comparable full-time workers.

In the case of Lead, Associate, and Assistant Ministers, we observed that 53 of the 128 Small congregation ministers were part-time and that the median salary, **when converted to a full-time equivalent** (FTE) was 11.82% above the midpoint. Conversely, the 75 full-time ministers in this group had a median variance of 3.91% above the midpoint. We found similar data in other positions with regards to pay for part-time workers. Specific cases are detailed in other positions and discussed in the summary at the end of this report.

The large negative variance for Ministers in Large 2 congregations deserves further consideration. Sample sizes were small, which tempers drawing too strong of a conclusion, but there is an indication that ministers serving Large 2 congregations are compensated well below UUA recommendations. It is also worth noting that we were not able to measure the value of non-cash benefits, so there may be additional compensation beyond salary that is not reflected. Further, this observation is not unique to ministers as we again found similar data for other L2 positions. Specific cases are detailed in sections below where other positions are examined. A broader discussion is included in the summary at the end of this report.

Lead (Solo, Senior, or Co-Lead) Ministers

Of the 337 submitted ministerial positions, 289 were identified as **Lead (Solo, Senior, or Co-Lead) Ministers**. This larger data set allowed us to examine these salaries more closely. Overall, we discovered that Lead Ministers generally were paid at or above mid-point for nearly all sizes and Geo Indices. As Lead Ministers comprise 86% of the total ministerial cohort, this indicates that pay for Assistant and Associate Ministers may deserve closer examination.

Salary Data for Lead Ministers

Lead Minister Comparable Responses			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
Comp to existing	289	1.50%	2.84%

Lead Minister Full time / Part time distribution			
FT / PT	COUNT	MEDIAN % VAR	AVG % VAR
Full Time	233	0.14%	0.02%
Part Time	56	12.05%	14.57%

Lead Ministers by Geo Index			
GEO INDEX	COUNT	MEDIAN % VAR	AVG % VAR
1	19	5.40%	10.09%
2	78	1.74%	2.24%
3	53	0.47%	3.87%
4	54	-1.25%	1.56%
5	58	1.84%	1.45%
6	19	3.43%	3.55%
7	8	5.87%	1.77%

Lead Ministers by Congregation Size			
SIZE	COUNT	MEDIAN % VAR	AVG % VAR
S	124	6.10%	9.87%
M1	73	1.51%	0.11%
M2	52	-0.79%	-4.15%
M3	20	-0.79%	-7.33%
L1	13	0.02%	0.63%
L2	7	-6.27%	-7.89%

The data set for Associate or Assistant Ministers is unfortunately too small to do meaningful analysis by Geo Index or Size; nonetheless there is a general indication that Lead Ministers are better compensated relative to midpoint recommendations than their Associate and Assistant. This issue would benefit from further investigation in future surveys.

When looking at a single position, we were able to norm all salaries to their Geo Index 3 full-time equivalents to produce a Percentile breakdown as detailed below.

Percentile breakdown for Lead Ministers Normed to Geo Index 3							Lead Minister Geo 3 Midpoints
<u>Count</u>	<u>Min</u>	<u>25th</u>	<u>Median</u>	<u>75th</u>	<u>Max</u>		
289	\$ 23,571.43	\$ 65,872.00	\$ 79,545.45	\$ 93,399.11	\$ 182,904.02		
Overall							
Small Congregations (<150 Members)							Small
124	\$ 35,661.32	\$ 60,398.80	\$ 67,584.86	\$ 75,328.91	\$ 182,904.02	\$ 63,700.00	
Midsized 1 Congregations (150-249)							Mid 1
73	\$ 40,158.00	\$ 76,014.61	\$ 82,180.85	\$ 88,829.74	\$ 111,361.86	\$ 81,000.00	
Midsized 2 Congregations (250 - 349)							Mid 2
52	\$ 23,571.43	\$ 84,970.42	\$ 91,841.38	\$ 97,872.26	\$ 121,311.29	\$ 92,600.00	
Midsized 3 Congregations (350 - 499)							Mid 3
20	\$ 25,531.91	\$ 91,952.36	\$ 100,898.23	\$ 106,648.94	\$ 113,207.55	\$ 101,700.00	
Large 1 Congregations (500 - 749)							Large 1
13	\$ 54,528.30	\$ 110,000.00	\$ 111,224.00	\$ 118,721.43	\$ 132,075.47	\$ 111,200.00	
Large 2 Congregations (750 + Members)							Large 2
7	\$ 112,264.15	\$ 126,101.06	\$ 132,720.00	\$ 137,114.72	\$ 141,610.17	\$ 141,600.00	

We generally expect the median (50th percentile) salaries to line up roughly with our recommended midpoints. The largest difference between midpoint recommendations and actual median salaries is the negative variance in our largest congregations. (The percentile breakdown corresponds to the “Lead Ministers by Congregation Size” table above but does not match exactly as the method of calculation is a little different. The prior table calculates individually, as in the example on page 9, whereas the percentile breakdown norms all salaries to Geo Index 3 and then measures percentile breakdowns.)

Salaries for Religious Education Staff

We gathered 281 responses for individuals working as Religious Education Coordinators, Religious Educators (non-credentialed), and Credentialed Religious Educators at the Associate, Credentialed, and Master levels.

Salary Data for All Comparable Religious Education Positions

Comparable RE (Coord., Rel. Educator, & all credentialed) Responses			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
comp to existing	281	-1.25%	-0.64%

Comparable RE (Coord., Rel. Ed., & all cred.) Full/Part time breakdown			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
FT	92	-1.76%	-3.59%
PT	189	-0.95%	0.79%

Comparable RE (Coord., Rel. Ed., & all credentialed) by Geo Index			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
1	12	11.00%	15.87%
2	67	-0.50%	1.28%
3	50	-1.76%	-0.06%
4	57	-6.06%	-4.49%
5	63	-1.21%	-1.63%
6	18	2.49%	-0.38%
7	14	-11.19%	-6.45%

Comparable RE (Coord., Rel. Educator, & all credentialed) by Congregation Size			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
S	101	2.66%	6.00%
M1	71	0.32%	1.14%
M2	54	-3.71%	-6.02%
M3	25	-8.09%	-6.12%
L1	20	-10.58%	-11.30%
L2	10	-16.70%	-17.20%

Unlike the Ministerial cohort, where 21% of all respondents were reported as part-time workers, a full 67% of Religious Education employees were reported as part-time workers. Also notable is that wages for part-time RE employees did not reflect the same positive variance (i.e., exceeding midpoint) as part-time ministers.

Breaking down RE workers by specific job title provided more understanding of the distribution between full- and part-time workers:

Full time / Part time Detail for Comparable RE (Coord., Rel. Educator, & all credentialed)				
<u>Job Title</u>	<u># entries</u>	<u>Full time</u>	<u>Part time</u>	<u>FT %</u>
Coordinator	74	9	65	12.16%
Rel. Educator	124	36	88	29.03%
Credential, Assoc.	21	10	11	47.62%
Credential, Cred.	43	25	18	58.14%
Credential, Mstr	19	12	7	63.16%
Total Comparable	281	92	189	32.74%

The data indicate that the higher level RE positions correlate with more full-time opportunities. Why that is the case, and which is cause and which is effect, calls for speculation beyond what the data supports, but we do feel this is a question worthy of further examination. We hope there are opportunities to discuss with the Liberal Religious Educators Association (LREDA), and to explore further in a future survey.

Similar to ministers, we see the Small and Geo 1 congregations exceeding midpoint recommendations while Large 2 congregations report the largest negative variance from midpoint recommendations. Geo Indices 7 also shows a large negative variance. We would caution that small sample sizes temper these conclusions and repeat our previous advice of approaching a blended data set with care, as combining compensation for different positions creates some variables that cannot be adequately detailed.

Religious Educators

Religious Educators (i.e., non-credentialed and not Coordinators) represented 44% of all Religious Education Staff responses. This larger set of responses for an individual position gave us confidence to more closely analyze those responses separate from RE staff in general:

Comparable Responses for Religious Educators			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
Comp to Existing	125	-3.25%	-3.38%

Full time / Part time breakdown for Religious Educators			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
Full Time	36	-1.66%	-5.76%
Part Time	89	-3.64%	-2.43%

Religious Educators (non-credentialed) are less likely to be full-time than their credentialed peers, but more than twice as likely to be full-time than RE Coordinators. As was the case for the overall RE Staff cohort, part-time Religious Educators do not appear to significantly benefit from higher per-hour or FTE wages than their full-time peers. Indeed, part-time Religious Educators actually appear to have more negative variation from midpoint recommendations than their full-time colleagues.

The tables on the following page breakdown Religious Educator pay by Geo Index and congregational size.

Religious Educators by Geo Index			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
1	4	*	*
2	30	-1.32%	0.40%
3	22	-5.10%	-4.68%
4	24	-0.79%	-3.38%
5	28	-4.35%	-3.39%
6	7	0.90%	-9.96%
7	10	-19.40%	-12.32%

* Insufficient data to report

Religious Educators by Congregation Size			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
S	53	-0.09%	3.07%
M1	35	-1.21%	-2.57%
M2	26	-11.94%	-12.45%
M3	6	-20.93%	-18.27%
L1	3	*	*
L2	2	*	*

* Insufficient data to report

Looking at Religious Educators by Geo Index and Size, indications are that pay generally falls further from midpoint recommendations as congregational size increases, or as the cost of wages goes up (i.e., higher Geo Indices). Very small sample sizes, and some uneven progression as criteria changes (especially for Geo Index), means some caution should be taken in interpreting this trend line.

As with Lead Ministers, we were able to norm all Religious Educator salaries to full-time and Geo Index 3 to produce a Percentile breakdown as detailed below.

Percentile breakdown for Religious Educators Normed to Geo Index 3						Rel. Educator Geo 3 Midpoints
Count	Min	25th	Median	75th	Max	
Overall						
125	\$ 16,271.19	\$ 39,794.44	\$ 44,680.85	\$ 49,802.55	\$ 83,018.87	
Small Congregations (<150 Members)						S
53	\$ 16,271.19	\$ 37,018.40	\$ 41,559.89	\$ 44,720.00	\$ 79,526.36	\$ 41,600.00
Medium 1 Congregations (150-249)						M1
35	\$ 31,580.19	\$ 40,434.83	\$ 46,131.43	\$ 48,673.55	\$ 60,431.91	\$ 46,700.00
Medium 2 Congregations (250 - 349)						M2
26	\$ 34,960.64	\$ 40,763.18	\$ 47,027.98	\$ 52,961.62	\$ 57,471.70	\$ 53,400.00
Medium 3 Congregations (350 - 499)						M3
6	\$ 30,720.00	\$ 36,450.07	\$ 46,262.41	\$ 57,352.02	\$ 69,373.58	\$ 58,500.00
Large 1 Congregations (500 - 749)						L1
3	*	*	*	*	*	\$ 63,500.00
Large 2 Congregations (750 + Members)						L2
2	*	*	*	*	*	\$ 75,300.00

* Insufficient data to report

Limited data sets for congregations above Mid-size 2 hampers this table somewhat. However, the fact that the median salary across all Medium sized congregations is extremely similar, and all are below the Mid-size 1 midpoint, invites further consideration.

Salaries for Music Staff

We received a robust set of responses for Music Directors and a more limited number for other Music positions.

Salary Data for Comparable Music Staff Positions

Comparable Music Staff (Choir Dir, Music Dir, Certified Music Dir)			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
ALL	244	3.51%	14.59%

Comparable Music Staff (Choir Dir, Music Dir, Certified Music Dir)			
<u>Full time / Part time breakdown</u>			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
FT	22	-8.77%	-7.70%
PT	222	4.02%	16.80%

Comparable Music Staff (Choir Dir, Music Dir, Certified Music Dir)			
<u>by Geo Index</u>			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
1	10	12.51%	34.68%
2	50	4.42%	21.99%
3	44	0.69%	6.37%
4	54	4.54%	21.06%
5	58	2.30%	4.90%
6	18	0.20%	13.59%
7	9	9.84%	18.69%

Comparable Music Staff (Choir Dir, Music Dir, Certified Music Dir)			
<u>by Congregation Size</u>			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
S	74	7.00%	29.81%
M1	71	9.37%	17.60%
M2	51	3.53%	9.18%
M3	22	-3.30%	-5.58%
L1	17	-5.94%	-6.63%
L2	9	-9.80%	-14.17%

When compiling data for the cohort, we chose to exclude instrumentalists although we did receive a substantial number of responses for individuals filling that role. This was because instrumentalists were overwhelmingly reported as part-time employees – often with very limited hours – and their reported pay was far above UUA recommendations when converted to full-time equivalent, as illustrated here:

All Comparable Responses for Instrumentalists			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
Comp to Existing	91	69.32%	141.47%

These very high FTE rates are likely the result of congregations reporting only the “visible” hours of the Instrumentalist, rather than the total number of hours their pay is intended to reflect. Furthermore, follow-up discussions indicated that Instrumentalists are mostly employed on a per-service basis, with fees determined largely by local wage conditions. These per-service fees are substantially higher, on an hourly basis, than what an equivalent employee would receive if hired full-time. These conversations also indicated that Instrumentalists on per-service arrangements generally do not receive benefits that other part-time employees may enjoy.

Compensation data for Music staff generally follows the same trend as other cohorts with one notable exception. When measured by Geo Index, the music staff cohort does not exhibit the same increasing negative variance from midpoint recommendations as seen in other staff areas. Perhaps this is at least in part because of the competitive labor market for church musicians in large urban areas. We do note that measured by congregation size, the largest negative variances are in Large congregations, similar to what we saw for ministers and RE positions.

Salary Data for Music Directors

Returning our focus to Music Directors in particular, the data indicates that, overall, median pay is slightly above midpoint recommendations. We were surprised, however, to see a significant disparity between full- and part-time employment for Music Directors. While recognizing that reported full-time salaries are significantly below midpoint recommendations, we feel that the small sample size of 18 responses limits our ability to draw wider conclusions.

Comparable Responses for Music Directors			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
Comp to existing	189	2.80%	9.53%

Full time / Part time breakdown for Music Directors			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
FT	18	-11.90%	-9.23%
PT	171	3.53%	11.50%

Music Directors by Geo Index			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
1	7	3.53%	31.93%
2	40	-0.68%	7.97%
3	35	1.50%	4.27%
4	41	4.09%	11.65%
5	45	3.36%	6.53%
6	15	2.80%	16.26%
7	5	9.84%	18.67%

Music Directors by Congregation Size			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
S	60	4.69%	19.33%
M1	55	5.55%	10.37%
M2	40	3.74%	7.75%
M3	18	-1.85%	-4.86%
L1	10	-7.14%	-10.52%
L2	6	-8.77%	-7.84%

As seen in other professional areas, as size goes up there is a general trend toward larger negative variances between midpoint recommendations and actual salaries. Again, small sample sizes indicate some caution should be taken with this conclusion.

Examining Music Directors separate from other music professionals allows us to produce a Percentile breakdown in the same manner as with Lead Ministers and Religious Educators.

Percentile breakdown for Music Directors Normed to Geo Index 3						Music Director Geo 3 Midpoints
<u>Count</u>	<u>Min</u>	<u>25th</u>	<u>Median</u>	<u>75th</u>	<u>Max</u>	
Overall						
189	\$ 10,136.90	\$ 44,566.67	\$ 51,509.43	\$ 62,400.00	\$ 152,127.66	
Small Congregations (<150 Members)						S
60	\$ 10,136.90	\$ 39,792.45	\$ 45,868.18	\$ 53,369.27	\$ 152,127.66	\$ 43,800.00
Medium 1 Congregations (150-249)						M1
55	\$ 10,136.90	\$ 44,108.79	\$ 49,291.11	\$ 58,903.05	\$ 93,476.02	\$ 46,700.00
Medium 2 Congregations (250 - 349)						M2
40	\$ 26,646.43	\$ 49,005.36	\$ 57,399.88	\$ 63,856.00	\$ 151,495.38	\$ 55,300.00
Medium 3 Congregations (350 - 499)						M3
18	\$ 48,267.06	\$ 54,257.98	\$ 60,861.21	\$ 63,999.96	\$ 68,867.92	\$ 62,000.00
Large 1 Congregations (500 - 749)						L1
10	\$ 49,056.39	\$ 52,926.82	\$ 63,592.35	\$ 65,381.24	\$ 82,498.75	\$ 68,500.00
Large 2 Congregations (750 + Members)						L2
6	\$ 71,694.92	\$ 73,360.03	\$ 76,923.68	\$ 81,889.82	\$ 84,905.66	\$ 84,300.00

The percentile breakdown further confirms our prior observation that as congregation sizes increase, there is a greater (negative) difference between midpoint recommendations and median salaries; this follows from most of the full-time Music Directors serving in large congregations. Previous caveats about small sample sizes apply here as well, however indicated trends do warrant further examination.

Salaries for Administrative and Operations Staff

We received a significant number of responses for Administrative and Operations Staff. In all, we received 335 responses for the positions of Directors of Finance & Operations, Congregational Administrators, Business Administrators, Office Administrators and Office Assistants, allowing us to perform some collective analysis on these positions.

We chose to exclude Childcare Workers, Bookkeepers, Custodians, and Facilities Managers from this cohort since pay for these workers is generally governed by local wage norms. Additionally, many workers in these categories are very part-time employees, and there is anecdotal evidence

that the pandemic and associated gathering restrictions had a disproportionate impact on custodial and childcare workers.

All Comparable Responses for Business Ops (Dir F&A, Cong Admin, Bus Admin, Ofc Admin & Assist)			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
All	335	2.47%	4.21%

Business Ops (Dir F&A, Cong Admin, Bus Admin, Ofc Admin & Assist) Full time / Part time breakdown			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
FT	116	-0.12%	1.54%
PT	219	3.53%	5.62%

After Ministers, Business Operations Staff had the highest percentage of full-time workers, outpacing full-time opportunities for Religious Education and Music staff.

Business Ops (Dir F&A, Cong Admin, Bus Admin, Ofc Admin & Assist) by Geo Index			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
1	23	12.72%	11.40%
2	92	5.20%	5.96%
3	70	1.17%	2.03%
4	55	0.29%	1.39%
5	59	-0.20%	2.31%
6	25	-3.07%	0.16%
7	10	34.52%	24.08%

As seen in some other cohorts, salaries for Business Operations staff move further away from midpoint recommendations as Geo Index increases. Interestingly, though, that trend abruptly reverses for Geo Index 7, in which pay is substantially higher than our recommendations. The small sample size for Geo Index 7 should be taken into account when considering this data point. We conjecture that the job market for administrative/operations roles is comparatively more competitive in our Geo Index 7 locations, which are large urban centers. It is also worth noting that the recommended differential for administrative positions from one size to the next has been lower than for other positions, potentially making it easier to reach or exceed the recommendations in the larger sizes.

<u>Business Ops (Dir F&A, Cong Admin, Bus Admin, Ofc Admin & Assist) by Congregation Size</u>			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
S	128	2.85%	4.87%
M1	81	5.05%	6.67%
M2	62	1.17%	2.57%
M3	30	1.73%	2.75%
L1	20	-6.18%	-0.23%
L2	14	-5.34%	0.67%

Reviewing salaries for Business Operations Staff by congregational size, the general trend of salary gaps to midpoint recommendations growing as Geo Index or Size increases is not as pronounced as other cohorts. Indeed, the data from L2 congregations contradicts trends seen elsewhere. Again, this may be in part a result of less size differential in our recommendations for administrative positions.

Office Administrators

More than half of the responses in this area were for Office Administrators, allowing us to do a more focused analysis of these workers.

<u>All Comparable Responses for Office Administrators</u>			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
Comp to Existing	158	4.42%	6.02%

In the aggregate, median pay for Office Administrators demonstrates the greatest positive variance within the Administration and Operations category of individual positions measured.

<u>Office Administrators Full time / Part time breakdown</u>			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
FT	33	6.12%	7.07%
PT	125	3.43%	5.74%

<u>Office Administrators by Geo Index</u>			
<u>CRITERIA</u>	<u>COUNT</u>	<u>MEDIAN % VAR</u>	<u>AVG % VAR</u>
1	15	12.78%	14.28%
2	48	4.90%	5.60%
3	26	2.66%	4.62%
4	26	3.56%	5.41%
5	27	5.83%	5.53%
6	8	-4.78%	-7.01%
7	7	11.53%	16.24%

While Office Administrators in Geo Index 1 have the highest pay relative to midpoint recommendations, there is not a distinct trend away from recommendations in the more expensive Geo Indices. This is different from data seen in other cohorts. Indeed, Geo Index 6 is the only area that displayed any negative variance from the midpoint.

Office Administrators by Congregation Size			
CRITERIA	COUNT	MEDIAN % VAR	AVG % VAR
S	91	4.00%	5.89%
M1	39	5.36%	7.12%
M2	16	4.04%	4.19%
M3	3	*	*
L1	5	*	*
L2	4	*	*

* Insufficient data to report

Similar to the Geo Index data, salaries for Office Administrators do not reflect a growing negative variance from midpoint recommendations as congregation size increases. Unfortunately, we did not receive sufficient data for larger congregations to carry this analysis forward into our largest congregations. In larger congregations, business operations are typically led by a Congregational Administrator, Director of Finance and Administration, or Executive Director.

We also generated a percentile breakdown for Office Administrators, with all salaries normed to Geo Index 3 and FTE. The table below reflects the same general understanding and trends noted above. While analysis was hampered by few responses for Office Administrators in Mid 3 and larger congregations, we note that for Small through Midsize 2, the median salaries fell very close to our recommended midpoints.

Percentile breakdown for Office Administrators Normed to Geo Index 3						Office Admin Geo 3 Midpoints
<u>Count</u>	<u>Min</u>	<u>25th</u>	<u>Median</u>	<u>75th</u>	<u>Max</u>	
Overall						
157	\$ 19,688.14	\$ 35,939.61	\$ 39,206.27	\$ 43,181.13	\$ 59,659.09	
Small Congregations (<150 Members)						S
90	\$ 19,688.14	\$ 34,529.88	\$ 37,818.18	\$ 42,950.98	\$ 59,659.09	\$ 36,400.00
Medium 1 Congregations (150-249)						M1
39	\$ 28,767.46	\$ 37,357.29	\$ 39,900.71	\$ 43,724.49	\$ 51,739.50	\$ 37,900.00
Medium 2 Congregations (250 - 349)						M2
16	\$ 30,663.23	\$ 37,259.86	\$ 40,043.93	\$ 42,265.84	\$ 51,064.00	\$ 38,500.00
Midsize 3 Congregations (350 - 499)						M3
3	*	*	*	*	*	\$ 39,600.00
Large 1 Congregations (500 - 749)						L1
5	*	*	*	*	*	\$ 40,600.00
Large 2 Congregations (750 + Members)						L2
4	*	*	*	*	*	\$ 41,900.00

Salaries for Membership Staff

We received a total of 47 comparable responses for the three membership positions – Director, Manager, and Coordinator. Variances were negative for all three positions, as shown in the chart on page 9. Analysis by size and geo index was not possible because of the limited data set.

SUMMARY

Reflection

This was the first attempt at capturing compensation and staffing information from congregations since 2008. Participation far exceeded our expectations, which we take as a sign that we “got it right” when it came to making decisions about how much information to request. We also got what we most wanted in the short-term – a general sense of how actual salaries lined up with our recommendations. This is not to say that it was a perfect process.

Conducting this survey gave us some interesting perspective on surveys, in general. Consider that our Compensation and Staffing Survey was relatively small and that we are in relationship with participating organizations. That meant that we could follow up with respondents if we had questions about particular entries or noticed responses that were clearly incorrect. Without these follow-ups, our data set would have been smaller and/or less reliable. We are also aware of how our starting assumptions and framing of some questions influenced the data.

So many of us get asked to participate in surveys. How is data collected? Is it validated? Is the methodology clear? Are nuances lost in the shuffle?

Full-Time and Part-Time

Below are two areas that gave us pause, both related to full-time versus part-time.

“Full-Time Workweek”

In hindsight, we wish we had found a better way of asking how congregations define full-time, for which there is no universal or legal definition. In part, we were simply seeking a breakdown of full-time versus part-time staff in the different positions. But we were also attempting to learn how you used our salary recommendations relative to your own definition of full-time. For instance, if you reported a full-time position with an annual salary of \$50,000, is that salary for a workweek of 35 hours or 40 hours?

Unfortunately, the question about full-time workweek was interpreted in various ways. Some people responded with the number of hours required for “full-time benefits” according to their personnel policies. Others reported a definition related to state law. And many congregations have no full-time staff by any definition and were unsure how to respond. We sought clarification from the significant number of congregations who reported a full-time workweek of less than 35 hours.

We regret the confusion. At the end of the day, while we are glad to have gotten the full-time/part-time breakdown for each position to aid our understanding of staffing, we weren’t able to use the information at a granular level when it came to salaries and there is some imprecision in the data as a result.

Normalizing Entries to Full-Time

In performing the various salary analyses, we calculated a full-time equivalent salary for each part-time employee. For example, in the case of a 10-hour/week position, the reported salary was multiplied by 4.

Our data reveal that part-time workers for many positions are paid more on an hourly basis than are their full-time counterparts. This may be to help compensate those employees for a lower level of benefits or simply because it takes a higher rate of pay to attract someone to a part-time position.

It was beyond the scope of our analysis to do a complete breakdown of salaries paid for different full-time equivalents. Seeing notable differences between full-time equivalent pay for part-time versus full-time staff made us conscious of our bias toward an assumption of full-time work – despite the fact that most congregational staff are part-time.

What We Didn't Ask

We only surveyed congregations, thus we collected no information on salaries for community ministers or staff of UU entities such as our professional organizations.

As stated in our introduction, we were sensitive to the possibility of over-burdening survey respondents by requesting a lot of information. In the ideal world, we would have liked to ask about experience and identities. In the future, we may be able to address identities, as well as an experience metric, through employee self-reporting. This would allow us to explore potential identity-related bias and learn more about how congregations value relevant experience.

Level of Experience

Asking for the start date of each employee would have told us their longevity in their position. We could have then looked at wage trends relative to longevity in one's position. However, we're aware that the time in one's current role does not necessarily reflect an employee's total years of experience in their work. There would have been no easy way for congregations to report "experience" for each employee. Accounting for relevant educational credentials would have been even more difficult.

We wonder if the larger negative variances in larger congregations are in part a reflection of stagnating wages among those who tend to hold their positions for a longer period of time.

Identities

Had we collected information about employee identities, we could have examined salaries through the lens of race, gender, ability, and perhaps other identity-based differences. But, in addition to survey respondents not necessarily knowing how each employee identifies, asking for this information raises privacy concerns. In future surveys, we may look to employee self-reporting.

Survey Results Informed the New Salary Program

Job Levels versus Job Titles

For a number of reasons, we were interested in shifting from a salary structure based on job titles to one based on job levels. Over 20% of all positions reported did not have an equivalent in our current job-based structure, which made us even more inclined to implement this change.

The survey results also justify eliminating separate salary ranges for Certified Music Leaders and Credentialed Religious Educators. In the new Congregational Salary Program, these achievements are recognized through the ranges within the appropriate job levels.

Congregational Sizes

We had already planned on reducing the number of size categories (previously six) and were studying the best way to do so. Observing that Large 2 congregations (750+ members) consistently had the most negative variances motivated us to remove the largest congregations from our size profiles entirely and to take a more customized approach to supporting them in setting salaries. The new salary structure contains four size profiles, still primarily membership-based, with the largest (Size D) topping out at 800 members. Only eight UU congregations currently certify at over 800 members.

We also saw a larger negative variance for Geo Index 7. A more sophisticated statistical analysis would allow us to understand how much of the “drag” in Geo Index 7 salaries is due to congregational size versus something about the Geo Index itself. (For now, we are making no changes in our Geo Index methodology.)

At the other end of the size continuum, Small congregations (<150 members) have already been meeting or exceeding our recommendations (based on median variance), giving us confidence that the lower end of our recommendations have been feasible and could be used as a lower bound for the new recommended ranges.

Part-time Positions

Historically, we have simply advised congregations to prorate our full-time recommendations. For instance, for a 24 hour/week position, multiply the posted recommendation by 24/40. We saw that in many (but not all) cases, the median pay for part-time employees, converted to a full-time equivalent, was higher than the pay for full-time employees holding the same position – sometimes significantly higher. This led us to consider more carefully how we advise congregations to pay part-time staff. We can think of two reasons for the rate difference (and there may be others):

- A higher rate of pay may be a way of compensating for a lack, or lower level, of benefits.
- Because a part-time worker is likely to be working another job or managing other significantly responsibilities, it may take a higher rate of pay to attract and retain someone for a part-time position.

Our new Salary Program Guidance, while not prescriptive, suggests the need to consider a more attractive salary for part-time employees, as well as honoring local wage norms as appropriate.

Further Use of Data

Statistical Analysis

Our data compilation and analysis were done internally. We are not statisticians. This report provides a basic mathematical analysis. As a simple example of our limitations, many of our largest congregations are in large urban centers, which tend to have higher Geo Indices. The correlation between size and Geo Index makes it difficult to draw conclusions based on these variables.

In the future, outsourcing the analysis work may yield a better picture of the information. This will be all the more important with additional variables, such as gender, race, or experience level.

Staffing Patterns

This report provides an overall view of staffing in our congregation but largely focuses on salaries. We want to look more closely at staffing patterns in each ministry area relative to size.

Survey of Benefits

We are interested in getting a better picture of benefit participation by full- and part-time staff. Including questions about benefits in this survey is one means of doing so. We have not yet reviewed this information.

GRATITUDE

Once again, participation by 350 congregations far surpassed our expectations (200 congregations). Furthermore, this survey met our main objectives:

- We learned how pay in congregations in the spring of 2022 compared to the UUA Salary Recommendations in place at that time.
- We gained insights that aided decision-making about our new Congregational Salary Program.

Many thanks to all participating congregations and specifically to the individual leaders who took the time to complete the survey.

APPENDIX: SURVEY QUESTIONS

Survey questions as they appeared in the online survey (Google Form):

Congregational Questions (answered once for each responding congregation)

Your Name:

Your Email:

Your Role:

UUA Congregation ID:

Congregation Name:

How many hours per week is considered full-time in your workplace?

Employee Questions (answered separately for each employee)

Employee Name (or initials, if you prefer):

Job Title:

If selected Job Title is "Other", what is the employee's actual job title?

full-time (year-round) or part-time?

Pay rate (include housing if applicable):

pay rate is per:

If part-time, how many hours worked or scheduled:

If part-time, the hours are per:

If part-time, how many months out of the year worked:

Does Employee receive benefits?

If yes, please indicate which of the following benefits the employee receives:

Self-Employment Tax Offset (for ministers only)

Health Insurance

Retirement - Congregation contributions

Retirement - making voluntary contributions

Life Insurance / Accidental Death & Dismemberment Insurance (Life/AD&D)

Long Term Disability Insurance (LTD)

Dental / Vision Insurance

Any other benefits received (please explain):

Any comments you would like to add: