

# Compensation: Considerations and Complications In a Changing World



UUA Office of Church Staff Finances

Rev. Richard Nugent, Director

Jan Gartner, Compensation and Staffing Practices Manager



UNITARIAN  
UNIVERSALIST

# Your Hosts

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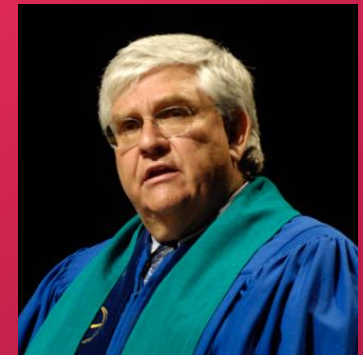


## Jan Gartner

Compensation and Staffing Practices Manager

## Rev. Richard Nugent

Director, Church Staff Finances



# Office of Church Staff Finances

## Working Mission Statement

Guided by the values of our faith,  
we equip congregations for excellence as employers  
and their staff for financial competence and well-being.



# Who's in the Room?



# Our Time Together

1. The Big Picture
2. History of Compensation Program
3. Understanding Compensation
4. Responding to Congregational Challenges
5. Our Compensation Program Review
6. Theological Reflection

For “nuts & bolts,”  
talk to us, see website.

# The Big Picture

Why do congregations hire people?

# The Big Picture

What is your congregation's mission?

What do you value?

How do these values apply to staff?

# The Big Picture

What difference  
does compensation make...

To the staff member?

To the congregation?



# Compensation History

## Long history...

*Pervasive problem: inconsistent, arbitrary compensation*

1990 UUA Committee on Ministerial and Church Staff Compensation formed

1994 report, “To Sustain the Living Tradition”

# Compensation History

## To Sustain the Living Tradition Report (1994)

- Similar challenges today
- What is appropriate and reasonable?
- Recommendations:
  - Salary guidelines
  - Basic benefits package for all full-time staff, “not to be bartered”
  - Housing cost index

1995 General Assembly adopts **Fair Compensation Guidelines**

# Compensation History

## From 1995 to Present

- Expanded benefits
- Added more positions and capsule descriptions
- Moved to wage-based Geo Index (from housing cost index)
- Increased Geo Indices from 5 to 7

# Compensation Program

## 2017 Fair Compensation Guidelines

1. Salary recommendations
2. Ministers' "in lieu of FICA" (self-employment tax offset)
3. Insurance: Health, LTD, Life, Dental
4. Retirement Plan
5. Vacation
6. Professional Development
7. Professional Expenses
8. Personnel Policies

# Compensation Program

What has changed since 1995?



# Understanding Compensation

## Components of Compensation

- Wages
- Benefits
  - Work/life balance
  - Income protection
- Intangibles

# Understanding Compensation

## Compensation Policy Framework

1. Internal alignment
2. External comparisons
3. Individual factors
4. Management
5. Strategic Choices

# Understanding Compensation

## Internal Alignment

How does compensation compare among positions in a single congregation?



# Understanding Compensation

## External Comparisons

How does a congregation's compensation compare with similar organizations/jobs elsewhere?

Consistency and Competitiveness

# Understanding Compensation

## Individual Factors

What factors about the individual employee contribute to their compensation?

# Understanding Compensation

## Management

How is policy set,  
implemented, and monitored?

# Understanding Compensation

## Strategic Choices

UUA

Congregation

# Understanding Compensation

**Policy and  
Practice**

***PRIORITY:***

**Good  
communication!**



**Clarity  
Transparency  
Kindness  
Collaboration**

# Congregational Challenges

- Expectations of staff expanding
- General economic pressures
- Rising benefit costs, esp. health ins.
- Diversity and privilege considerations

*\* Come to our Saturday workshop. \**

# Compensation Program Review

## Imagining the Next Compensation Program

- Work includes
  - Advice from paid consultant
  - Input from constituency groups
  - Our own research (e.g., other religious denominations, nonprofits)
  - Practical, philosophical, and theological aspects
- Components
  - Salaries
  - Benefits
  - Staffing practices
- Practical guide, theological questions

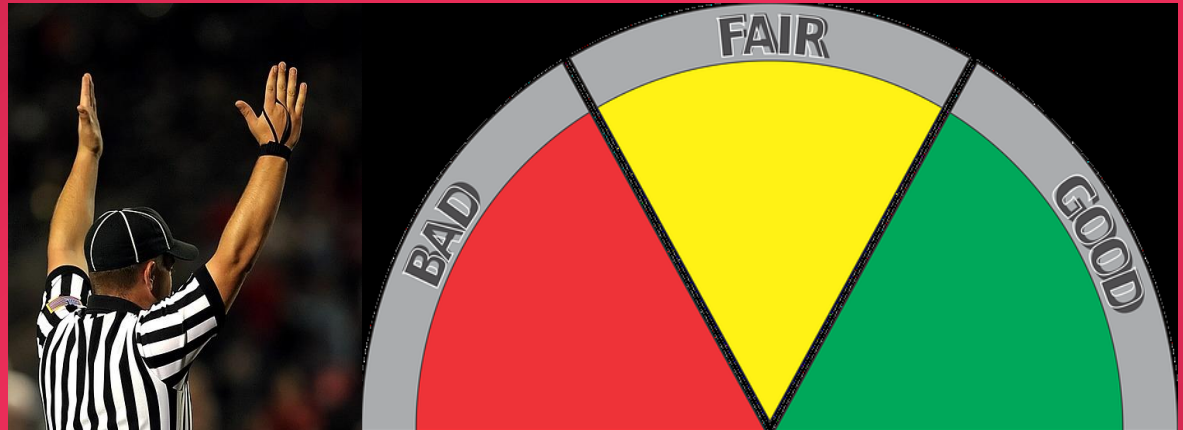
“Employer of Choice”





# Compensation Program Review

Program  
Identity



# Compensation Program Review

## A few (of the many) things we've been pondering...

- What makes a congregation a good employer?
- Same recommended package for all employees?
- Standard package - in tension with diverse needs?
- How do we ensure broad buy-in?
- UUA awards designation or congregations self-certify?
- Can we pilot a new program on a limited basis?
- What does phase-in look like?

# Theological Reflection

## Making meaning

- Living our mission and values
- Framing and storytelling
- Relationship-building

## Especially for challenging times

- Gratitude
- Joy
- Integrity

# Questions





**Thank you!**

