

**First Unitarian Society of Ithaca
Board of Trustee Meeting Minutes
January 18, 2023**

Don Barber, President, called the regular monthly meeting of the Board of Trustees (BoT) to order at 6:31 pm on Wednesday, January 18th, 2023.

Trustees Present: Don Barber (President), Valerie Graves (Clerk), Dick Kurtz, Margaret Nichols, Nancy Miller, Therese O'Connor (Vice-President), Walt Peck (Treasurer)

Trustees Absent: None

FUSIT Members & Guests: Fred Balfor, John Gaines, Rev. Peaches Gillette, Rene Lingoda, James Murphy, Emily Richards

Handouts:

- [W Treasurer's Report, January 2023.docx](#)
- [☰ Board Meeting Minutes 122122](#)
- [☰ Board & Leadership Evaluation Discussion](#)
- [☰ Core Competencies](#)
- [☰ Ideas for Winter 22-23 Board Goals](#)
- [☰ Job Description Processes Policy](#)
- [W Motion OQ Winter 2023 Final.docx](#)
- [W Retreat Jan 25, 2023 FUSIT 01.16.23.docx](#)
- [☰ What is FUSIT's purpose?](#)

Agenda Item # 1: Welcome and Chalice Lighting

Dick Kurtz lit the chalice and read a selection.

Agenda Item # 2: Congregational Communication Period

Topic: Diversity of Leadership - Fred Balfor

Discussion:

There has been concern about diversity in leadership, that there are mostly old white men running the place. Of the teams, committees, and the board - 55% are women leaders. The membership of those leadership bodies is 58% women. The concern now is about who has a chance to speak and is making decisions.

- The membership of teams, committees, and the Board includes lots of younger women as well, but not younger men.

Topic: Social Justice work in the Church - James Murphy

Discussion:

James has stage four cancer and stated that social justice work within the church has been invaluable to him. The church used to host a veteran's writing group, and antiwar movie viewings, and discussions. There were people who would come through the door and get connected with organizations and services in the community. The social justice council was hit hard by the pandemic and is not regrouping. The SJC table during coffee hour was effective and encouraged conversation. There needs to be a way to keep contacts open for those who need services and for those who can help to get involved.

Agenda Item # 3: Changes to Agenda

There were no changes to the agenda.

Agenda Item #4: Powerful Question

Should FUSIT incorporate Social Justice work into our programming? And if so, how?

Discussion:

- Was there ever a question of WHETHER FUSIT should include social justice work in our programming? Is there anyone considering FUSIT should not?
- Social justice should be incorporated within the entire congregation instead of just a private council.
- At the First Congregational church, there are two large social justice projects that the entire congregation is involved with: The big red bookshelf literacy work and a campaign to stop gun violence. Social Justice work should be front and center so that everyone is aware of what the church is doing. FUSIT needs to be known for something other than the reuse sale - FUSIT should be known for taking a stand on an issue.

- The word is programming - the congregation committed to social justice, but when the word programming was used in the question it implies it is part of what we do and who we are. Social justice programming might bring people in more.
- Social justice is part of our regular programming, but issues are being lifted up in a separate way. The Advocacy Center this month is an example of how the focus of the congregation can shift to one topic. Integration and consistency is lacking right now.
- No one knows all the good things that are being done here. The work is not being talked about in a public way. Communication is the issue. People need to know how to get involved.
- A table at coffee hour is an important way to engage members while they are already in the building.
- The idea of quarterly or monthly subjects is a good one, but all organizations need constant support, so committing to a couple year-round projects is helpful to those organizations.
- Village at Ithaca is an organization that could use the commitment from FUSIT.
- There is a place on the website that lists social justice activities but it needs to be updated.
- Many different ways of communicating need to be employed - not just the website, but also posters, tables, and issues talked about in services and religious education.
- At one church they had an annual special service where all the representatives of all social justice/public service activity leaders paraded in with signs telling what they do.
- James Murphy stated that he has materials that can be dropped off at the church. The veteran's writing group that started out at the church has grown to 24 members and overtime everyone in the group converted to being antiwar. If someone comes in and feels like they are getting the runaround from the VA, James contacts that can help and he would like to leave information. If there is a kid thinking about going into the service, James would like to talk to them.
- Last month when the separation between the church and the SJC was brought up this was suggested as a powerful question. Don Barber contacted Renee Rutchotzke of the UUA and she stated that there are some churches doing social justice projects to what was mentioned about the First Congregational church. Many churches have not found the right recipe for mixing social justice with church functions. FUSIT will have to try things and see what happens. Renee Referred to the eighth principle and the push back that received. It is hard to bring everyone along on one issue.
- When thinking about how to raise awareness about social justice activity, it is good for the board to monitor the committee and team reports, but a similar report on social justice might help grow the small groups that are working on issues. The leadership of the SJC has resigned - need to find someone to help make those things happen.
- Rev. Gillette stated that she was happy to work with Veterans.
- Social justice could have a steering committee - a group of people to get ideas and come up with one powerful piece of work and then other smaller quarterly projects. Who

can argue against anti gun laws? Instead of feeling pressure to do everything, maybe a group could help steer the focus.

- The ministry visioning team (MVT) is working to figure out how to reconfigure the SJC. There was a recent congregational conversation with 24 people. The group didn't come out with concrete ideas - but agreed to meet again. The questions will need to be more focused and the goal of the next meeting needs to be determined. MVT doesn't want to lead the social justice work, they want to recruit leaders to take it on.
- The next social justice congregational conversation meeting will be at the end of February. There was a lot of passionate interest.
- Like the idea of one huge project for the congregation. But people also need to know what is going on and to see what is being accomplished by teams already.
- For all organizations doing social justice work, it is hard to get from learning to action and then from action to relationship, which is the end goal - relationships with diverse people and activities in the community. There will be a learning curve with new issues and time is needed for education.
- In the policy manual there is the public witness policy. A lot of thought went into that policy. If someone is interested in the church standing up and declaring a position that policy outlines the process, and it was used for the 8th principle and the NYS health initiative.
- One of the best ways to get information out is on Sunday morning. Do we want to do that from the pulpit?

The Board turned to a discussion to determine the next visioning question.

Discussion:

- The core competencies, shared in the Board meeting folder, speak to a culture and the Board hasn't talked about our culture.
- One question to ponder is what about our culture makes us inclusive and/or exclusive?
- The discussion of culture started when the David Pyle sermon was discussed.
- The next question could dive into the public witness policy.
- Education about the public witness policy could be part of the vision of ministry (VoM) for the coming church year.
- The culture discussion needs to include an examination of respectful disagreement. Some people who disagree are not treated with respect.
- Everyone is always externalizing culture and what the community sees us as. But we also need to look at ourselves, and how we are or are not creating a culture of community.

Next month's question: What is the culture at FUSIT and how does it create an inclusive or exclusive community?

Agenda Item #5: Consent Agenda

Consent agenda items:

- [Board Meeting Minutes 122122](#)
- [Treasurer's Report, January 2023.docx](#)

Motion: A motion was made by Therese O'Connor and seconded by Nancy Miller to approve the consent agenda.

The motion passed.

Agenda Item # 6: Team and Committee Reports

Discussion:

- When looking at financial documents, the pledge income is low for this point in the church year.
Response: Those numbers are deceptive and will be straightened out soon. There are some grants that are actually pledges. The pledge income is actually closer to 66%.
- Can committees and teams create reports rather than drop all the meeting minutes in the folder.
- Is there a template?
Response: There is a template and some are using it.
- Team and committee reports are filed a week ahead and do not have to be all read at once.
- Many of the reports were only in the folder yesterday and the day before so it would be good to get them in before that.
- The Board doesn't need to know everything everyone is doing - the reports can be succinct. But the minutes were interesting.
- The personnel committee has dedicated and experienced people who already work hard and have a lot to do. But an effort will be made to create reports and with hotlinks to the minutes.
- There are also some people on the board who love the amount of detail that is available.
- A compromise could be to have a folder for minutes and a folder for reports.
- Personnel already creates multiple sets of minutes because some minutes have private information.
- There were four meetings of the personnel committee and all of the minutes were in the report folder. They will not be copied there in the future. Board members can contact personnel with questions about reports.
- Was there a decision to put a camera at the entrance?
Response: There are no plans for a camera system, just an intercom. The idea of the

camera system was really expensive and wasn't worth the investment, but the Ring doorbell is inexpensive and has a small camera and an intercom.

- OAT is very sensitive to Michelle's needs and has worked to help her feel safe.
- The issue is that there are lots of people using the building so an automatic locking system is being discussed.
- Board members are encouraged to go check out the library. All the work that has been done is impressive - the amazing work of the Library Team!

Action Item:

All Board Members: There are questions for the Board within the Hospitality report that all members should answer.

Agenda Item #7: Winter Open Question

The winter Open Question was read in the meeting: How can we, as a community, come together to provide transformative opportunities for spiritual growth that would change or affect ourselves and the world? If there is no vehement opposition, the question will go out to the congregation. There was no objection raised.

Action Item:

Therese O'Connor will distribute the Open Question for discussion.

Agenda Item #8: Leadership Retreat

The agenda for the leadership retreat was reviewed with time allotted for each discussion included. Item 4 and 5: What is working well for each team as per the team's charge? And What aspects of the team's charge are causing concern? Were allotted 15 minutes each or 30 minutes for both since they are likely interrelated. During the retreat the teams will be discussed in relation to their charges and the Board policy book (BPB).

Discussion:

- GovCo has met and incorporated all the recent changes into the BPB - the proposed updated document has been out to the Board for a couple months now - the changes will be highlighted. The issues that have been brought up will need to be addressed. It would be best to adopt the BPB during winter months. The Board should expect the BPB to be on the agenda regularly until ready to adopt it. The idea of retreat is to identify issues, not necessarily solve them.
- At some point the document should be settled and then a dated change log should be kept going forward.

- Putting the changes in the document makes it painful to search for words in the document.
- When a system is created for recording changes, it should be shared for use with the personnel manual as well. The system or format should be shared with other committees.
- A change log can help in case of legal implications of when something was communicated and whether it was in the revision of the document that was shared.
- All MVT members, two OAT members, and six trustees are attending the retreat.
- Therese volunteered to facilitate and will be the time keeper. There will be a parking lot to put topics that can be discussed later. The objective is to work on MVT and OAT and what is working and what isn't.

Action Item:

Therese O'Connor will send out the retreat agenda to OAT, MVT, and the Board.

Agenda Item # 9: Job Description Process

Job descriptions for the director and associate director for congregational life were not solidified and the job description for the engagement and outreach E&O coordinator is also being developed. There is a process for the development of a job description in the Board folder for review. Personnel also alerted the Board that the Personnel Policy Manual is not a Policy Manual, but a Personnel Manual. Some deficiencies were found in the Manual, related to the hiring process, supervision, performance appraisal, professional development, employee discipline, and termination. The Board is encouraged to discuss in Slack how to work on these policies and/or who to pass onto. There is a policy now for the development of a job description in the packet. MVT and OAT have discussed supervision a bit and that topic will come up in retreat. Supervision has not been clarified.

Discussion:

- Personnel and OAT have been doing a lot of work around these issues. For job descriptions - the personnel committee (PC) has determined that OAT approves all job descriptions. PC reviews them for HR and legal compliance. In the case of other recent job creations - some job descriptions started in the PC because of time constraints and because of OAT not being engaged yet, such as the religious exploration (RE) assistant, the choir director, and the childcare coordinator positions. Job descriptions will not come out of the PC in the future. MVT can help with plans and related staffing needs. OAT sees the request once it is already developed, then the description of the job is brought to personnel.
- Personnel decided to modify the personnel manual to move supervision and evaluation to OAT. OAT then looked at current job descriptions and found holes. For example, the sexton reports to church administrator but the administrator job description doesn't

include supervising the sexton. A sheet was shared with supervision updates. Personnel will not create a system of evaluation - but will instead create a general overview of evaluation expectations drawing from Reverend Margaret's work and Cornell's system.

- The spreadsheet in the folder is not the updated one. The updated spreadsheet is in the consent agenda folder. *(A copy of the updated supervision spreadsheet was added to the supervision folder after the meeting.)*
- OAT will work out the evaluation system the supervisors will use.
- Another missing piece is what should be outside of manual - where does it say FUSIT should be recruiting in marginalized communities.
- The Board has work to do to create policies to support what is in place. The Board needs to compile guidance that is in line with values. This is an opportunity to have progressive policies.
- Does UUA have guidelines for developing some of these policies? This is an enormous amount of work.
- The PC is Making real progress.
- OAT will be developing job descriptions with help from those in the positions. As an annual process - before each performance the job description will be reviewed with the staff in place.
- In terms of the E&O position, there was a job description template with the previous coordinator. It listed each step along the way - what to do next. The job description will need to be clarified.

The following link for UUA personnel policies was shared in the hybrid meeting chat.

<https://www.uua.org/leaderlab/personnel-manual>

Agenda Item # 10: Board Winter Goals

1. Create and Adopt Job Description Process Policy
2. Create and Adopt FUSIT Purpose Statement
3. Develop with MVT 23-24 Vision of Ministry
4. Adopt Amended Board Policy Book

Discussion:

- The Board needs to finalize plans for ministry before spring.
- Was the plan to continue with the current arrangement.
- The Board has made no official statement.
- The discussion of ministry plans is not part of the leadership retreat.
- A fifth goal will be added - to make a decision on Ministry plans for next church year.
- The budget process starts this coming month.
- There is a lack of options for ministers as stated by the UUA

Motion: A motion was made by Don Barber and seconded by Margaret Nichols to approve the Board Winter goals with the addition of a fifth goal of finalizing plans for ministry for the next church year.

The motion passed.

Agenda Item # 11: Ministry Evaluation Process

There are five proposed Board evaluation questions in the Board meeting folder. There are also thoughts about questions for MVT and OAT included. This does not need to be adopted tonight, but it will need to be decided soon.

Discussion:

- Like the area of work products being part of the evaluation and it would be good to look at leadership culture annually. The culture questions on the evaluation can remain and work products can be added. Each Board member should fill out the evaluation form on their own and then the evaluation can be discussed as a group.
- The monitoring function of the Board is missing from the evaluation.
(The document was updated during the meeting and the final document is included in the handouts below.)
- For OAT and MVT - the Board can provide this tool and then see what they develop for themselves - the retreat will clarify work products.
- Work products can change based on the charge for leadership. The culture will be consistent.
- Last year, the Board looked at their goals every month and they are still listed in the agenda. Any approved goals should be added to the evaluation form.

Action Item:

Therese O'Connor will create a form for evaluation using the questions developed.

Action Item:

Valerie Graves will update the evaluation form with approved goals and work products throughout the year, as they are approved by the Board.

Agenda Item # : Closing Words

The closing words were read by Dick..

Meeting adjourned at 8:15pm.

Minutes taken by Valerie Graves, 1/18/2023.

Resolutions and handouts:

Board and leadership Evaluation Discussion- jumping off point

I find this Leadership Assessment Tool only covers the "culture" of leadership within an organization and falls far short of an evaluation tool of what was accomplished, what worked well, what needs adjustment, etc.

The role of the Board, stated in the BPB, is to establish policies, goals, and monitoring of activities. The Board evaluation tool must assess how the Board did at fulfilling these tasks.

Here are a few questions that come to mind, but I'm sure there are others you all might think of.

1. How is the Board actively seeking input on existing policies and identifying the need for new policies or amendment of policies?
2. Are Board goals: clear, measurable, timely, and accomplished?
3. What aspects of FUSIT activities are being monitored? What systems are in place for monitoring activity? What else should be monitored?
4. Was the Vision of Ministry realistic, clear, measurable, accomplished?
5. Did the Board accomplish its 5 Annual Work products? What action was taken toward the Less Frequent Board projects?

The Board has these 5 annual work products. Were they accomplished? What could the Board do to improve on these products next year?

1.1.1. Annual Board Work Products In partnership with the minister, staff, and congregation, the board will:

- Produce and adopt an annual short list of Open Questions about the Society's future, as the basis for ongoing planning conversation in the board, with the minister and staff and with the congregation at large.
- Produce and adopt an annual Vision of Ministry, consisting of a short list of top-priority areas where the Society will advance its work in the coming year, as a starting point for budgeting and staff planning.

- Produce and adopt an annual Ministry Evaluation of the Society's success or difficulties in achieving the prior year's Vision of Ministry.
- Produce and adopt an annual, mutual, Performance Evaluation of the minister's and board's effectiveness in their respective roles.
- Review the Annual Operating Budget and Capital Budget created by the Budget Team, align the Vision of Ministry with the Annual Operating Budget, and present it to the Congregation for approval at the annual meeting.
 - Monitoring function of board

1.1.2. Less Frequent Board Work Products In concert with the minister, staff, and congregation, the board will:

- Produce and adopt a Triennial Evaluation of the minister's performance in their wider pastoral role. (See Section 4)
- Produce and adopt a five-year Strategic Plan, to be updated every three years, consisting of a short list of the most important results the board intends to achieve through the Society's ministry and the strategic choices (regarding program, membership, capital and operating budgets and staffing) the board has made about how to achieve those results. An element of this Plan will assess the long-range financial health of the Society.
- Produce and adopt a Mission Statement, to be updated as needed, that articulates the Society's purpose and related statements (vision, values, and a tagline) to communicate the reasons for the Society's work.

Note the 4th bullet of Annual Work Products is to produce an annual evaluation of the minister's activity. I would suggest that this means OAT, MVT, and Senior Staff. These operations evaluations should be done in manner to foster learning and growing as individuals and as an organization. In my opinion, the Leadership Assessment Tool is certainly good for MVT and OAT to look at their culture, but would be of little value for evaluating how they are functioning as an entity and within the larger organization. When considering what this evaluation tool might look like and perform our monitoring function, the Board should know the goals of our sister leadership groups. (We currently know MVT's goals).

MVT Charge:

Authority to guide and to make independent decisions regarding the implementation of the Vision of Ministry in coordination with the work of staff and Teams.

Report the results of the Ministry work to the Board by having one MVT member present at each Board business meeting and submitting a ministry report to the Board each month.

Create intentional communication with the Organization and Administration Team.

To propose annual budget expenditures to support the ministry work.

Partner with the Board in Vision of Ministry and Open Question development

MVT Goals:

- Identify who we are and what our work is for the year.
- Reinstitute the E&O coordinator position
- Reimagine SJC with emphasis on involving youth
- Determine a congregation-wide project, possible a joint project with the Antiracism Ministry Team
- Address how we can increase the number of volunteers

OAT Charge:

- Guide and coordinate the work of the paid staff
- Coordinate searches for new staff members
- Recommend hiring and firing of staff members to the Board
- Provide input to annual budgets and compensation recommendations for salary and benefits made in consultation with Finance and Personnel Committees
- Evaluate the paid staff's work, and report those reviews to the Board at least annually
- Provide a monthly written report to the Board summarizing staff activities and the Organization and Operation Team's focus areas
- Create intentional communication with the Ministry Visioning Team

Possible evaluation questions for MVT, OAT, and Staff leader to develop answers:

1. What communication structures were employed to maintain open, pertinent communication channels with the other FUSIT leadership teams and Board?
2. Were your Team's goals: clear, measurable, timely, and accomplished?
3. What aspects of FUSIT activities did your Team monitor? What systems are in place for monitoring activity? What else should be monitored?
4. How did your team support this year's Vision of Ministry?
5. Which of your Team's responsibilities, listed in the enabling resolution, were accomplished? Which ones weren't? What were the obstacles?
6. What parts of our organizational structure need altering or refinement?

D. Barber
1/16/23

For Discussion: Some FUSIT Job descriptions include core competencies. Draft Example
Does FUSIT want a Core Competencies or Core Values statement in Job Descriptions?

What are those competencies and/or values? Who decides?
Broad statement of competencies/values covering all employees, or position specific?

Core Competencies:

Mission ownership. Demonstrates understanding, full support, and behavior in a manner congruent with the Unitarian Universalist mission, vision, values, and beliefs of the congregation;

Hospitality: Supports a culture of welcoming and connection in the life of the congregation. Generates a sense of hospitality and accessibility by their very presence; fosters natural connections between members of the congregation and with visitors;

Developing and motivating volunteers. Creates a climate in which people want to do their best; invites shared input and decision making; makes each individual feel that their work is Important; communicates expectations clearly; maintains open and active dialogue; thinks strategically about the continual need for a next generation of leaders and works to build the volunteer base. (this job is not a volunteer coordinator)

Interpersonal relationships: Relates well to all kinds of people, and finds special joy in relating to children and youth; engages in thoughtful and attentive listening; builds appropriate rapport; considers the impact of their actions on others; uses diplomacy and tact; is regarded as a team player.

Communication skills: Is able to deliver a message clearly, articulately and with appropriate emotion in a variety of settings and mediums; demonstrates communication styles appropriate to the situation at hand; clearly delivers message in a tone appropriate to the context; avoids communication triangles.

Time Management: Is able and willing to focus time on tasks that contribute to organizational goals; uses time effectively and efficiently; respects the time of others; concentrates their efforts on the most important priorities; can appropriately balance priorities. Is able to reply in a timely manner to all correspondences, especially to newcomers.

Self-Development: Sets appropriate personal work objectives, measures own progress, identifies personal gaps in knowledge and skill; undertakes appropriate activities to develop needed skills; seeks regular feedback on performance; knows personal strengths and weaknesses, is sensitive to changing personal and organizational requirements and changes

accordingly.

Ideas for Winter 22-23 Board Goals

1. Create and Adopt Job Description Process Policy
2. Create and Adopt FUSIT Purpose Statement
3. Develop with MVT 23-24 Vision of Ministry
4. Adopt Amended Board Policy Book

D, Barber 1/10/23

Job Description Processes Policy

1. The Personnel Committee is charged with monitoring the job description template and specific job description content that are new or materially changed to ensure there are no HR or compliance concerns with content prior to finalization.
2. Job Descriptions are owned jointly by Operations Administrative Team (OAT) and the Board of Trustees. OAT is responsible for knowing each staff member's responsibilities and analyzing for redundancies and gaps. The Board is responsible for accepting/approving all job descriptions, ensuring that current job descriptions are in place, and are filed with the Administrator and available for viewing upon request by FUSIT members.
3. Job descriptions are to be annually reviewed by the supervisor of record with the staff member. Any proposed changes are brought to OAT and Personnel, for compliance review, then recommended to the Board for acceptance.
4. It is expected that all positions will have a new or updated job description, approved by OAT and Personnel (for compliance) prior to a job being posted. If not done prior, Board review and acceptance will occur at the next regularly scheduled meeting. In situations where finalizing a job description prior to posting may not be feasible due to business needs, the matter must be discussed with the Board's Executive Committee.

Motion to approve the Winter Open Question as follows:

How can we, as a community, come together to provide transformative opportunities for spiritual growth that would change or affect ourselves and the world?

Subsequently this question will go to the Team Leadership Council for review and ultimately to the congregation via several avenues.

Background: several suggestions for edits, etc. from various people on MVT

"How can we, as a community, provide opportunities for spiritual growth and faith that would inspire transformation in ourselves and the world?"

"What opportunities for spiritual growth and faith are we doing well and/or should be added to our FUSIT programming?"

"What opportunities for spiritual growth and faith should be added to our FUSIT programming that would be inclusive of all members' beliefs while remaining true to our UU mission?"

"How can we, as a community, come together to provide opportunities for spiritual growth that would inspire transformation in ourselves and the world?"

Make transformative an adjective before opportunities.

Remove the word "faith". It is not a word FUSIT uses.

T. O'Connor, committee of one on OQ

Outline of the program

1. Chalice lighting and reading	3 min
2. Introductions and Ice-breaker Interaction	15 min
Question—go to three other people.	
3. Review the Charges to each new team—	15 min

Ministry Visioning Team and Operations and Administration Team. a. Don Barber will highlight changes in the current draft of the amended Board Policy Book.	
4. What is working well for each team as per the team's charge?	15 min
5. What aspects of the team's charge are causing concern? a. Suggestion for changes? b. Can the BoT assist teams to be successful?	15 min
6. What are each team's goals? a. How will the teams evaluate their work and accomplishments? b. When should evaluations be done? Frequency?	20 min
7. Reading and extinguishing chalice.	3 min

Initial Charge to new teams:

Role of Ministry Visioning Team

Members (4): 1 Board member, 2 Board appointees made in consultation with the Team Leader Council; staff representation from the Minister or a Ministry-focused staff member.

Original Charge:

- Authority to guide and to make independent decisions regarding the implementation of the Vision of Ministry in coordination with the work of staff and Teams.
- Report the results of the Ministry work to the Board by having one MVT member present at each Board business meeting and submitting a ministry report to the Board each month.
- Create intentional communication with the Organization and Administration Team.
- To propose annual budget expenditures to support the ministry work.
- Partner with the Board in Vision of Ministry and Open Question development

Role of Operations and Administration Team

Members (4): Members (4): The Board Treasurer or designee, 2 Board appointees; staff representation from the Minister and/or the Congregational Administrator.

Original Charge:

- Guide and coordinate the work of the paid staff
- Coordinate searches for new staff members
- Recommend hiring and firing of staff members to the Board
- Provide input to annual budgets and compensation recommendations for salary and benefits made in consultation with Finance and Personnel Committees
- Evaluate the paid staff's work, and report those reviews to the Board at least annually
- Provide a monthly written report to the Board summarizing staff activities and the Organization and Operation Team's focus areas
- Create intentional communication with the Ministry Visioning Team

What is FUSIT's purpose?

UUA Proposed Bylaws:

Section C-2.2. Purposes.

The Unitarian Universalist Association shall devote its resources to and exercise its corporate powers for religious, educational and humanitarian purposes. The primary purpose of the Association is to serve the needs of its member congregations, organize new congregations, extend and strengthen Unitarian Universalist institutions and implement its principles.

FUSIT Bylaws:

In the search of truth and in the recognition of the Unitarian Universalist tradition of free inquiry and expression, we unite for community, for fellowship, and for guidance to serve humanity in justice, compassion, and love. In this spirit we welcome people of all races, national origins, abilities, gender, gender expression, sexual orientation, ages, and economic condition. We endeavor to follow these principles and those established by the Unitarian Universalist Association by fostering a congregation with a minister or lay leader, trustees, appropriate officers, staff and volunteers who offer weekly celebrations of life and participation in related activities.

BoT 12/21/22 **Summary of Responses:**

- space for religiously unaffiliated people to find a spiritual home.
- to learn and broaden our perspectives, religious, spiritual, community
- To get together to grow and help others grow. and to go out in the community to do something helpful.
- a community of free thinkers
- The tradition of having the church associated with action in the community
- The home of liberal religion - a home of an open community. not connected to a religious denomination.
- Purpose is to live according to UUA principles.
- Stand for the people who are not the majority.
- provide continuity.
- Passing the light on.
- continuity, engagement

Proposal: FUSIT’s purpose is to create and maintain a welcoming spiritual home for diverse its free-thinking people congregants to unite in community, for to provide fellowship, to broaden perspectives and understanding, and to live into our UU Principles by serving humanity (maybe “all beings” or “our world” , humanity seems too limited) [by serving the interconnected web of life](#) in justice, compassion, and love.

D. Barber 1/10/23

First Unitarian Society of Ithaca			
Staff Reports to and Supervises Chart for all FUSIT Job Descriptions			
Operations and Administrative Team Approved - 01/11/2023			
Position Title	Job Description on Revision Date	Reports to	Supervises
Director of Congregational Life	tbd	OAT	None
Associate Director of Congregational Life	tbd	OAT	None

Congregational Administrator	2021	OAT	Bookkeeper, Administrative Assistant, Sexton
Director of Religious Exploration	2020	OAT	Religious Exploration Assistant, Childcare Coordinator
Music Director	2019	OAT	Choir Director
Administrative Assistant	2019	Congregational Administrator	None
Religious Exploration Assistant	07/25/22	Director of Religious Exploration	None
Childcare Coordinator	08/04/22	Director of Religious Exploration	None
Sexton	2021?	Congregational Administrator	None
Choir Director	07/15/22	Music Director	None
Pastoral Care Provider (contract)	08/01/22	OAT	None
Bookkeeper (contract)	2012 contract	Congregational Administrator	None
Engagement & Outreach Coordinator	tbd	tbd	None

As revised by the Personnel Committee, 1/7/2023

3.4 Performance Management

Performance Appraisals

Written performance appraisals are a tool to formally document the strengths and developmental areas for an employee in their role. This process provides a tool for staff assessment and planning.

All employees will be on probationary status for the first 90 days of employment. Upon completion of their probationary period, they will receive documented performance feedback that will be retained in the employee’s personnel file. If performance meets expectations, the employee will be removed from probationary status. If an employee is not meeting expectations their employment may be ended or their probationary period may be extended. This determination will be documented in the employee’s personnel record. **[delete sentence here]**

Thereafter, First Unitarian employees will participate in an annual performance review. The review is intended to be a conversational two-way exchange between the employee and their supervisor, focused on job results, job performance, and future goals of both FUSIT and the employee. This exchange should facilitate the employee’s understanding of what they are expected to do and to provide clear, honest feedback about how they are doing toward meeting agreed-upon expectations. The supervisor will produce a written record of the review for the employee and for the personnel file.

The annual written performance appraisal is not meant to replace the day-to-day performance dialog between supervisors and employees that should be ongoing throughout the year to allow the employee to optimize their effectiveness and success in the organization.

While the Operations Administration Team(OAT) **[delete “Minister”]** is responsible for overseeing the performance management process, performance appraisals are conducted by an employee’s direct supervisor as they have the best knowledge of an employee’s contribution. In cases where OAT is the direct supervisor, that team will conduct the performance review.

Staff Supervision

In recent weeks there has been a flurry of activity and discussion about roles and gaps in staff supervision. The key actors to date have been OAT and Personnel Committee and both recognize an important role for the Board in developing processes and policies going forward.

Let's start off with an easy one. Personnel Committee member John Gaines shared with me: "what we have is not technically a Personnel Policy Manual, but rather a Personnel Manual (PM)- a living document designed to provide "general information on our policies, practices, and benefits". I propose that by Board resolution we change the name of this document to Personnel Manual next month.

Also, John Gaines, in his role on OAT and PC, sent a recent email to me stating:

"The Board make clear whose responsibility it is to create written processes for: 1) Job creation and job description development; 2) Hiring process; 3) Supervision; 4) Performance Appraisal; 5) Employee professional development; 6) Grievance processes; 7) Employee Discipline and 8) Termination.

As part of the clarification of supervision, there is a need for clarity about exactly what each staff member does (e.g., is there cross training or defined procedure manuals or other written processes, etc.)"

He also shared that PC continues to work through the Personnel Manual to bring forward ideas for updating.

One of those ideas is updating Section 3.4 which can be found in the Supervision folder in 01/18/23 Agenda Packet of Board google drive. I will propose we adopt this new language next month following any new ideas that might surface during our retreat.

After conversations with OAT members and Nancy Miller from MVT, I had written a short memo (please find the Supervision Roles doc in the Supervision folder) to begin the discussion of the 8 points PC brought forward needing clarification.

The 8 supervision process points are listed below with status/ideas to begin discussion:

- 1) Job creation and job description development: (see draft Job Description Processes Policy in Board Packet Discussion Folder)
- 2) Hiring process: Policy needs development – ask PC for support?
- 3) Supervision: OAT taking the lead- most items should be covered in updated (PM)
- 4) Performance Appraisal: OAT taking the lead for staff- BoT takes lead on organization as a whole and leadership teams
- 5) Employee professional development: OAT taking the lead- most items should be covered in updated PM
- 6) Grievance processes: already covered in PM

- 7) Employee Discipline: Needs Policy developed – BoT to ask PC for support
- 8) Termination: Needs Policy developed – BoT to ask PC for support

D.Barber 1/16/23

Supervisor Roles Identified in Personnel Policy Manual (PPM)

- 1. Primary contact for organization, policy, and employment questions
- 2. Primary contact for job performance, work conditions, difficult work relationships, policy interpretations. (2.5)
- 3. Reporting of observed violations of Church policies, workplace safety, and procedures (2.5)
- 4. Rework 2.4 Customary Channels for Conflict Resolution
- 5. Prior approval of certain expense requests (3.3)
- 6. Performance Appraisals (3.4)- also rework this section
- 7. Performance Improvement (3.4)
- 8. Employee Development (3.4)
- 9. Workplace safety (4.4) rework
- 10. Holding Employees Accountable for Standards of Conduct (6.1)
- 11. Initiating and follow through of Disciplinary Action (6.2)
- 12. Sexual and Unlawful Harassment (6.6) rework
- 13. Contact for scheduled and unscheduled time away from work (7.1)

Other roles not articulated in PPM:

- 1. Designation of Hire and Fire Authority

2. Regular and Sufficiently Frequent Employee Supervisor Relationship Building time
3. Employee Advocate
4. Employee Support Structure(s)