



UNITARIAN UNIVERSALIST CONGREGATION OF SANTA FE
Congregational Manual

Personnel Policies and Procedures

Version 1.3

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Revision History

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I. INTRODUCTION

A. Purpose

The Personal Policies and Procedures are to provide direction, support, and consistency in management of the work relationship among and with the staff of the UUCSF. All policies and procedures herein apply to salaried and hourly paid staff. The Personnel Committee will generally collaborate with staff and relevant committees in developing personnel policies. The Personnel Committee reviews and recommends revisions in policies as needed. The Personnel Policies and Procedures:

1. Are based in Unitarian Universalist Principles and assist UUCSF to comply with federal, state, and local statutes and regulations;
2. Shall be aligned with the UUCSF Mission Statement, which is included in the Congregational Manual;
3. Provide guidance for supervisory authorities to manage personnel; and
4. Do not constitute a covenant or contract, nor do they substitute for effective supervisory judgment.

B. Personnel Committee

The purpose of the Personnel Committee is to develop, for approval by the Board of Trustees, policies, procedures, and information that will create an equitable and compassionate working environment for, and will enhance management of, the non-ministerial staff. The Personnel Committee is to support the work of the Congregation and the Board of Trustees. Ministerial staff includes the Minister, assistant ministers, co-ministers, and interns.

The Personnel Committee is a resource. It does not supervise or evaluate staff (except as provided for in Section III.E. Supervision), but provides information and other tools to enhance the management of staff in the institution and support those with supervisory responsibility.

C. Personnel Committee Responsibilities

1. To develop and maintain the Personnel Policies and Procedures a section of the UUCSF Congregational Manual.
2. To develop and maintain current job descriptions for the paid staff in conjunction with the Minister and each staff member.
3. To ascertain that personnel policies and procedures are carried out, including required performance evaluations.
4. To provide information, input, and assistance to the Minister in respect to staff compensation, performance, appointments or dismissals.
5. To review grievances and appeals as outlined herein.
6. To produce a budget in November for the following fiscal year and a report when requested by the Board of Trustee.
7. To perform other duties as requested by the Board of Trustees.

II. EQUAL EMPLOYMENT AND AFFIRMATIVE ACTION POLICIES

A. EEO/Affirmative Action Statement

UUCSF is an Equal Opportunity Employer. UUCSF provides equal opportunity in recruiting, hiring, training, promotion, compensation, benefits, discipline, termination of employment, and all other terms and conditions of employment without regard to race, color, religion, creed, gender, gender identity, age, national origin, sexual orientation, disability, or veteran status.

B. Reasonable Accommodations Policy

UUCSF is committed to making reasonable accommodations to a staff member or a qualified candidate for employment for a known physical or mental limitation. An accommodation refers to making a change in the work environment or in the way things are customarily done that will enable a qualified person with a disability to perform the essential functions of the job and benefit from the same employment opportunities as staff members with no evident disability. UUCSF is not responsible for addressing the making of reasonable accommodations unless the staff member or candidate makes the disability known to the supervisor or the Personnel Committee.

C. Workplace Environment Policies

UUCSF has a strong commitment to the health, safety, and welfare of its staff members, members of the UUCSF, and the groups and individuals who use our UUCSF facilities.

1. ***Smoking in the Workplace:*** Smoking is not permitted within the UUCSF building and courtyard.
2. ***Drug and Alcohol Misuse:*** In order to maintain a workplace free from the effects of drug and alcohol misuse, inappropriate usage of alcohol or the sale, distribution, or usage of illegal or controlled substances on the UUCSF property is prohibited. Violation of this policy is considered serious misconduct and may result in immediate dismissal.
3. ***Weapons in the Workplace.*** Unauthorized possession or sale of weapons, firearms, or explosive materials on the UUCSF property is forbidden. Violation of this policy may result in immediate dismissal.

D. Workplace Behavioral Standards

Failure to observe these workplace behavioral standards may be deemed cause for immediate dismissal.

1. ***Ethical Behavior:*** Ethical behavior is expected of all staff members. This means, in short, that the staff member's actions must be rooted in Unitarian Universalist principles and in the best interest of the institution. Commonly, we will use our second principle, Justice, Equity and Compassion in Human Relations, as our guide in this matter.

2. **Confidentiality:** Staff members will be expected to exercise the greatest caution concerning the protection of any information that might be considered confidential. Failure to observe this policy may be deemed cause for immediate dismissal.

E. Harassment Policy

Harassment consists of unwelcome conduct, whether verbal, physical, visual or electronic that is based upon a person's status, such as gender, gender identity, color, race, sexual orientation, ancestry, religion, national origin, age, physical handicap, medical condition, disability, marital status, or protected group status. UUCSF will not tolerate harassing conduct that affects tangible job performance, or that creates an intimidating, hostile, or offensive working environment. Failure to observe this policy will be deemed cause for immediate dismissal.

F. Sexual Harassment

Sexual harassment, as used in this policy, is unwelcome sexual advances, requests for sexual favors, and other physical, verbal, or visual conduct based on sex. Content may be communicated physically, verbally, visually or by electronic media. Sexual harassment may include, but is not limited to explicit sexual propositions, sexual innuendo, suggestive comments, sexually oriented "kidding," "teasing," or "practical jokes," jokes about gender-specific traits, foul or obscene language or gestures, displays of foul or obscene printed material or visual material, and physical contact, such as patting, pinching, or brushing against another's body. It is considered sexual harassment when:

1. Submission to such conduct is an explicit or implicit term or condition of employment,
2. Submission to or rejection of the conduct is used as the basis for an employment decision,
or
3. Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Failure to observe this policy may be deemed cause for immediate dismissal.

G. Harassment Grievances

A staff member who believes that s/he has been harassed by a co-worker, supervisor, or any other person should communicate with that person to make it clear that the behavior is offensive and must stop immediately. A staff member who communicates with a supervisor or makes a formal complaint about harassing behavior will be able to do so without fear of reprisal. If handling the matter informally does not resolve the issue, then the staff member should use the procedure in Section III.I. Grievance Procedure.

III. THE UUCSF AS A PRINCIPLE-BASED EMPLOYER

A. Principles

Human resources management based on Unitarian Universalist principles creates an affirmative duty on the UUCSF to provide for an individual's growth while in our employment.

B. Salaried Staff Positions

In the UUCSF as of September 2012, the salaried staff positions are the:

1. Director of Religious Education
2. Business Manager
3. Music Director
4. Choir Director

C. Hourly Staff Positions

In the UUCSF as of September 2012, the hourly staff positions are the:

1. Administrative Assistant
2. Nursery Lead
3. Sunday Kitchen Staff

D. Categories of Staff Positions

Employees may be classified as full or part-time. See Section IV.A. for definitions of these terms. All positions are classified as either exempt or non-exempt as stated in the job descriptions. Exempt or non-exempt classification is based on criteria set forth by the Fair Labor Standards Act.

E. Contractors

A person paid for work by the UUCSF may be an independent contractor if their engagement meets the substantial tests established by the Internal Revenue Service. The Minister in consultation with the Personnel Committee and other appropriate committees shall appoint, supervise and dismiss all independent contractors and shall report any changes to the Board of Trustees.

F. Supervision

The Minister is the primary supervisor of all staff members. The Minister may designate other staff to serve as direct supervisor when appropriate. When a staff member's direct supervisor is absent or unavailable, either the Minister or the Chair of the Personnel Committee will serve as supervisor as appropriate. The Business Manager's financial responsibilities will be under the direction of the Board of Trustees.

The Personnel Committee will work with the supervisor(s) to assure adequate training in human resources management principles, effective judgment in supervision of staff, regulatory compliance requirements, UUCSF policies and procedures and other leadership techniques.

G. Responsibilities of Supervisory Authorities

Responsibilities of Supervisory Authorities include:

1. ***Bias-free Selection, Supervision, Promotion, and Termination:*** Supervisory judgments in managing staff will be free of bias and based objectively on facts and individual performance.
2. ***Staff Orientation:*** As close to the new staff member's first day on the job as possible, the supervisor will conduct an orientation to provide a new staff member with:
 - a. A copy of the Unitarian Universalist Principles and discuss how the Principles apply to the workplace,
 - b. UUCSF organization, policies, and procedures,
 - c. A review of the individual's job description, and
 - d. Introductions to other staff members and UUCSF members with whom the staff member will be working.
3. ***Education Assistance:*** Evaluation and performance planning may identify training or continuing education opportunities that are in the interest of the UUCSF and the smooth functioning of its staff functions. Upon a supervisor's recommendation, the UUCSF may pay for such recommended training, and may require the staff member to share the benefits of such training with other staff members and/or lay leaders of the Congregation.

H. Evaluation and Performance Planning

Each staff member who has already completed their introductory period will receive a written annual evaluation prepared by their direct supervisor. As part of the evaluation process, the direct supervisor will consult with the Minister as well as seek input from the committees, groups and board members with which the staff member works. In addition, the annual evaluation may be complemented by a professional development plan to be mutually created by the staff member and direct supervisor to enhance the staff member's performance in the upcoming period. To accommodate the budget planning cycle, by October of each year the Minister shall provide staff budget recommendations to the Personnel Committee.

Staff members who are currently in their introductory period should refer to Section V.H. Introductory Period for details.

The supervisor will provide the Personnel Committee with a summary of the evaluation upon completion. The Personnel Committee will use this evaluation in assisting the Minister with salary adjustment and merit increase recommendations to the Board of Trustees. All evaluations will be confidential and will be kept in secured personnel files in the Minister's office.

I. Coaching and Corrective Action

The objective in addressing staff issues and taking corrective actions is to improve the performance of the staff member and/or to address any problems that threaten a good working environment.

Staff, supervisors and the Personnel Committee may be involved. All actions should be in progressive steps, beginning with verbal counseling followed by written corrective action if necessary. Lack of compliance with the written corrective action shall result in a termination warning letter by the Minister to the staff member. See also Section VI. SEPARATION OF EMPLOYMENT.

1. **Corrective Action Process.** When it becomes necessary to address a staff member's actions in the workplace, general guidelines of acceptable business conduct will govern. Depending upon the nature and seriousness of the staff member's actions, corrective action may begin at any step of the corrective action process. The process should ensure that staff members are informed of exactly what behavior needs to be corrected, what measures they must take to correct unacceptable behavior and be permitted adequate opportunity to correct the situation.
 - a. **Step One: Record of Conversation.** The direct supervisor or the Minister will meet with the staff member and inform them of the specific behavior that is unacceptable. The behavior will be clearly identified and a schedule by which the situation must be rectified will be determined. A written record of this conversation shall be placed in the staff member's personnel file and the staff member will be given a copy of the written record.
 - b. **Step Two: Written Notice.** The same procedure as Record of Conversation will be followed except the staff member shall sign the written record indicating they have read the document. The staff member may add or attach their comments to the notice.
 - c. **Step Three: Final Written Notice.** The same procedure as First Written Notice will be followed. The Final Written Notice must specify that the consequences of failure to remedy the behavior will be termination of employment. In conjunction with issuing a staff member Final Written Notice, the Minister may also grant a staff member a one-day paid Decision-Making Leave of Absence in order to impress upon the staff member the seriousness of their situation. The staff member must return with a written plan for changing their behavior to be reviewed and approved by their direct supervisor or the Minister prior to returning to work. Failure to produce the written plan may be grounds for immediate termination for failing to complete an assignment as directed. A Decision Making Leave of Absence and requirement for a staff member written plan to change behavior must be documented in the Final Written Notice. Staff Members will be permitted only one (1) Decision Making Leave of Absence during their employment with UUCSF
 - d. **Step Four: Termination.** A staff member who does not correct their behavior after three (3) warnings may be terminated if the behavior continues. In cases involving more serious problems of violations of UUCSF policy, the process may be accelerated. All documentation may be considered to establish an overall conduct record.
 - e. **Suspension.** Suspension may take place at any time during the Corrective Action Process. The Minister may place an individual on suspension without pay for no longer than five (5) working days. A staff member may be placed on suspension when they commits a serious act but not so severe as to warrant immediate termination.
 - f. **Introductory Period Employees.** Any new staff members will be in their introductory period for the first ninety (90) days of their employment. See also Section V.H.

Introductory Period. If corrective action needs to be taken during the introductory period, the staff member will be issued a Final Written Notice that clearly states any additional occurrence of unacceptable behavior within the introductory period will result in termination. The new staff member will be asked to sign the Final Notice indicating that they have read it.

2. ***Serious Infractions.*** On rare occasions, a staff member may be suspended or terminated without having been previously warned for a single occurrence of behavior or violation of UUCSF policy including but not limited to insubordination, behavior, dishonesty or deception, theft, sexual misconduct, financial misconduct or conviction of a felony. Such action may be justified because the offense is so severe as to make a warning unnecessary and any staff member normally would know that such behavior is unacceptable. The staff member is to be informed of the suspension or termination and be requested to immediately leave the UUCSF premises.
 - a. The Minister or direct supervisor may immediately suspend the staff member with pay pending an investigation of the situation. At the conclusion of the investigation, the staff member may be terminated or reinstated. The reinstatement may be with or without conditions as deemed appropriate by the Minister.
 - b. The Minister may terminate the staff member.
 - c. Regardless of outcome, the investigation shall be completed and all documentation of the incident shall be retained in the personnel file and a copy given to the staff member.

J. Grievance Procedure

1. Any time a staff member believes s/he has been treated unfairly, policies have been not followed or that UUCSF policies are not supported by Unitarian Universalist principles, they may file a grievance with his or her supervisor. If the complaint is with the supervisor, the grievance shall be filed with the Personnel Committee directly. The grievance must be in writing, identifying the complaint or problem, specify previous attempts the staff member has made to have their position heard and request specific corrective action. The grievance must be filed within thirty (30) calendar days of the occurrence.
2. The supervisor will have fourteen (14) calendar days to investigate, consider and provide a response to the staff member in writing. Should the supervisor's response not resolve the problem in the staff member's judgment, they may request a review by the Personnel Committee within fourteen (14) calendar days of receiving the supervisor's response. The request to the Personnel Committee will be in writing and specific in regard to the complaint and resolution requested
3. The Personnel Committee will convene to hear both the staff member and supervisor within fourteen (14) calendar days of receiving the request. The Executive Team will be notified that the Personnel Committee is convening to hear a grievance.
4. Although every effort should be made to expedite the grievance process, sometimes it may be necessary for the supervisor, staff member or Personnel Committee members to request an extension to the fourteen (14) calendar days processing time. Should this need arise, the request for an extension should be directed to the Personnel Committee Chair and describe the circumstances that make it necessary to delay and to specify the length of the extension required.

5. The Personnel Committee will forward its conclusion and resolution of the issue in review to the Board of Trustees in writing within fourteen (14) days of the review. At its next regular meeting, the Board of Trustees will vote to endorse or not to endorse the Personnel Committee's determination. An endorsement will end the process. A vote not to endorse will be accompanied by the Board of Trustees' determination of an appropriate further process.
6. Copies of grievances and responses will be kept in each party's secured file.

K. Staff Member Job Descriptions

1. Each position will have an up-to-date job description which lists duties, tasks, responsibilities, whether the job is full or part time, exempt or non-exempt, salary or hourly and identifies the direct supervisor. The supervisor will prepare these job descriptions with the assistance of the Personnel Committee.
2. Each staff member shall receive a copy of the job description for their position, and a current copy of the Congregation Manual.
3. No new position shall be filled until the Board of Trustees approves a written job description.
4. Updated job descriptions will be approved by the Board of Trustees.
5. There will be an official and confidential personnel file set up for each staff member which includes the job description, offer of employment, correspondence with employee, employee reviews and a record of any changes to the staff member's job. The official file will be kept by the Minister. Staff members can access their official file upon request to the Minister or if the Minister is absent, to the Business Manager. Access to the personnel file shall be under direct supervision of the Minister or Business Manager.

L. Just Compensation Program

1. **Competitive Salary and Wage.** The UUCSF shall offer competitive compensation for its staff members. Compensation shall be based on the duties and responsibilities of the position, as compared with similar jobs within the nonprofit Santa Fe community, other Unitarian Universalist Congregations within the Mountain Desert District, and Unitarian Universalist Association (UUA) guidelines.
2. **Benefits.** Benefits will be provided to all eligible staff. These benefits and the eligibility requirements are described in Section IV. STAFF MEMBER BENEFITS..
3. **Additional Provisions.** A written agreement between a staff member and the Board of Trustees may include additional provisions. Any new or modified written agreement shall be sent to the Minister and the Personnel Committee for comment prior to Board of Trustee approval.

M. Incident Reports

When a staff member's work is interrupted by an incident such as an accident, injury or crime the incident will be documented in an incident report. All incidents will be reported as soon as possible to a supervisor. The supervisor will then follow-up thoroughly and will report the incident to the Board of Trustees President if warranted in the supervisor's judgment. An Incident Report form will

be completed by the staff member promptly, signed by their supervisor, and filed in a confidential folder in the Business Manager's office.

In the case of a work-related injury, an additional form supplied by the State of New Mexico must also be completed by the staff member and supervisor, and forwarded to the department indicated. If needed, the staff member will seek immediate medical attention and keep the supervisor informed of their condition, and possible need for time off.

N. Workers' Compensation

Workers' Compensation will be administered by the Business Manager with input from the staff member's direct supervisor, the Minister and in consultation with the Personnel Committee.

IV. STAFF MEMBER BENEFITS

A. Categories of Employees

1. **Full-time.** Full-time staff members are scheduled to work forty (40) hours per week. Such staff members are eligible for benefits as further outlined in this policy.
2. **Part-time.** A part time staff member is scheduled to work regularly fewer than forty (40) hours per week. Eligibility of part-time staff members for vacation and sick leave will be pro-rated according to the percentage worked. Part-time staff members are eligible for benefits as outlined in this section; however, part-time staff members who work fewer than twenty (20) hours per week are not eligible for benefits unless designated in an agreement between the staff member and the Board of Trustees (see Section G. below).

B. Pay Period

The UUCSF's seven (7) day work week is from 12:01 am Monday through 12:00 midnight Sunday. The UUCSF's paydays occur on the 15th day and last day of the month.

C. Holidays

1. The following paid holidays are recognized for eligible staff members:
 - a. New Year's Day
 - b. Martin Luther King, Jr. Day
 - c. Presidents' Day
 - d. Memorial Day
 - e. Fourth of July
 - f. Labor Day
 - g. Veterans' Day
 - h. Thanksgiving and the following Friday
 - i. Christmas Day
2. In the event that any of the listed holidays occur on a Saturday, the holiday will be observed on the preceding Friday. In the event that any of the listed holidays occur on a Sunday, the following Monday will be observed as the holiday.

D. Vacations

1. Full-time staff members are entitled to twelve (12) vacation days per year for years one (1) through five (5) of employment accruing at the rate of one (1) day per month. After five (5) years the vacation time benefit increases to eighteen (18) days per year accruing at the rate of one and one-half (1.5) days per month. Vacation time should be scheduled in advance with approval from the staff member's supervisor. A staff member may not take vacation time

until they have worked for six (6) months unless other prior arrangements with their supervisor have been made. Vacation time begins to accrue upon date of employment.

2. Part-time staff members accrue pro-rated vacation time based on their weekly hours worked and are subject to the same requirements as full-time staff members as outlined in the previous section.
3. Staff members are encouraged to use vacation benefits in the year they are accrued. Unused vacation days may accumulate to a maximum of one (1) year's vacation time that may be carried forward one (1) calendar year. Any vacation days in excess will be forfeited.

E. Other Leaves

1. ***Sick Leave.*** Sick leave is defined as time taken off from work because of the staff member's inability to work due to their own illness, injury or other medical condition including the need to care for a sick family member. Sick leave may be used for dental or medical appointments that occur during a staff member's regularly scheduled hours of work. The staff member is responsible for notifying their supervisor and the Business Manager's office of an absence because of sickness at the earliest possible time.

Full-time staff members are entitled to twelve (12) paid days of sick leave a calendar year accruing at the rate of one (1) day per month starting with the first full month of employment. Part-time staff members accrue pro-rated sick leave based on their weekly hours worked. Unused sick days may be accumulated up to ninety (90) days. Any sick leave in excess shall be forfeited.

2. ***Short-term Disability.*** After all available days of paid sick leave and vacation have been exhausted, full and part-time staff members are eligible to apply for short-term disability leave. The staff member must present to their supervisor a signed declaration by a licensed physician stating that the staff member will be disabled for a continuous period greater than one (1) work week. The UUCSF will pay the staff member two-thirds (2/3) of their current salary or wages for one (1) week of absence for each year of service completed. This will be effective for a maximum of twelve (12) weeks in any twelve (12) month period or until long-term disability becomes effective, whichever is sooner. Paid benefits from the UUCSF will continue during this short-term disability period, with the exception of accruing holiday, vacation and sick leave. Short-term disability is available to pregnant women for the period of time they are physically unable to work.
3. ***Jury Duty.*** Any staff member who is asked to perform jury duty will receive his or her normal compensation from the UUCSF provided any payments for the jury service from the court system are given to the UUCSF. Those called for jury duty must provide his/her supervisor written evidence of actual service. Staff members are expected to appear for work on any workday or portion of a day when they are excused from jury service.
4. ***Voluntary Leave of Absence without Pay.*** A leave of absence without pay may be granted on the recommendation of the supervisor. It shall be allowable only after the exhaustion of all accumulated vacation time. During a leave of absence a staff member may maintain his/her health insurance at his/her personal expense.
5. ***Family Leave.*** Family leave consists of maternity/paternity leave and death/bereavement leave. The staff member's normal health insurance benefits will continue during family leave. After twelve (12) months of continuous employment any staff member who works twenty

(20) hours or more per week and who is a new parent, whether through adoption or birth, is eligible for an eight (8) week maternity/paternity leave without pay, details of which shall be negotiated in advance with the Minister. Any staff member who works twenty (20) hours or more per week is eligible for a leave of absence of up to three (3) days with pay for the death of an immediate family member.

F. Other Benefits

1. The UUCSF believes that certain additional benefits constitute a part of a just compensation package and provides these as it deems in the mutual interest of UUCSF and staff members. The UUCSF reserves the right to modify, amend, or terminate any insurance or pension benefit to current staff members except those required by law. Copies of descriptions of the various benefits are available from UUA. The following is a brief description of the insurance and pension benefits offered by the UUCSF.
 - a. **Health Insurance.** The UUCSF will pay a specified percentage of the cost of individual or family coverage for eligible staff members. The specified percentage, plan and provider will be set by the Board of Trustees and shall be the same for all staff members. The eligibility requirements for health insurance plans are set by the plan sponsors and may change from time to time.
 - b. **Pension Plan.** The UUCSF offers the opportunity for its eligible staff members to participate in the Pension Plan of the UUA. The pension plan's eligibility requirements and vesting schedule are established by the UUA and may change from time to time.
2. **Additional Benefits.** The UUA offers other benefit plans that are available to eligible staff members at their own expense, including Dental Care, Term Life Insurance and Long Term Disability Insurance. Additional benefits, such as education assistance or paid training for specific skill development or professional expenses may be provided.
3. **Professional Expenses.** The Board of Trustees may provide budgeted funds for the use of specific staff members to meet the expenses of his/her profession and require such accounting of those funds as it deems necessary.

G. Staff Member's Written Covenant, Contract, or Agreement

Provisions of a written covenant, contract, or agreement between a staff member and the Board of Trustees can amend benefits.

V. HIRING AND INTRODUCTORY PERIOD POLICIES

A. Hiring Authority and Process for Staff Members

The Board of Trustees approves all new positions or changes of hours to existing positions. Any request for new or expanded positions shall include the rationale supporting the creation of a new position along with the proposed funding source and the proposed job description. When a staff position is vacated or created:

1. The Personnel Committee will provide support to the supervisory authority of the position, including reviewing the job description, researching the compensation and benefits of comparable positions in the labor market and assistance in organizing the search, if needed.
2. The Board of Trustees' approval of the position, related job description, and recommended rate of pay, or range of pay, will be required prior to advertising the position.

B. Interview Committee to Be Established

The interview committee will consist of at least the following:

1. Two (2) members of the Personnel Committee;
2. The Minister;
3. One (1) or more appropriate member at large as selected by the Minister from eligible membership; and
4. Any other staff members that the Minister selects.

All of members of the interview committee, except for the Minister, must be voting members of UUCSF. In addition, if the position being filled is to replace a staff member who is leaving the employment of UUCSF, that staff member may also be a member of the interview committee as a subject matter expert.

C. Advertising

The interview committee shall place advertisements in appropriate venues outlining the duties and requirements for the position and conduct other appropriate methods of finding candidates for the position.

D. Selection Process

The interview committee will verify the qualifications in the candidate applications and schedule interviews for those whose qualifications best match the requirements of the position. Then the interview committee will formulate a set of appropriate questions to be asked of all candidates during the interview process. The interview committee will interview each of the candidates individually. The references of the top candidate(s) will be contacted by the interview committee prior to recommending a candidate for hire. In accordance with the UUCSF Bylaws Article 10 Section 4.B, the Minister will make the final selection in consultation with the Personnel Committee and other appropriate committees.

E. Selected Candidate

Once a candidate is chosen, an offer of employment will be made to the candidate subject to a successful back ground check. Then the Minister, with the assistance of the Personnel Committee, will inform the Board of Trustees of the selection.

F. Letter of Hire

There shall be a letter of hire that states the position title, exempt or non-exempt, full or part time, salary or wage amount, date of hire, name of direct supervisor, and other details as deemed necessary. The Letter of Hire shall be signed by both the Minister and the staff member. A copy shall be kept in the staff members personnel file and a copy will be given to the staff member as well.

G. Exceptions to the Interview Process

1. *Temporary Staff.* When an existing staff person will be unavailable to perform their responsibilities, the Minister, in consultation with the Personnel Committee, may appoint a temporary replacement. The replacement may be selected at the discretion of the Minister for a period of up to three (3) months. If the permanent staff member is not available to return to work after the three (3) month period, the Minister, in consultation with the Personnel Committee, can reappoint the same or a different temporary replacement for an additional three (3) months. If the permanent staff member will be absent for six (6) months, or more, the Minister and Personnel Committee will recommend a course of action to the Board of Trustees to fill the position. The Personnel Committee will follow other procedures in this manual to advise the Board of Trustees of the appointment.

H. Preferential Treatment

No preferential treatment of UUCSF members will take place in the identification of candidates or the selection of staff members.

I. Introductory Period

The first ninety days of employment for all staff members is considered an introductory period.

1. It is the direct responsibility of the supervisor to observe and assess the quality and quantity of work produced by each new staff member throughout the first ninety (90) calendar days of employment. Between calendar days sixty (60) and seventy (70), the new staff member will receive a written performance evaluation from their supervisor.
2. If at any time prior to the expiration of the introductory period, the direct supervisor determines that the new staff member is not meeting expectations, the direct supervisor may recommend to the Minister either that the employee be terminated or that the introductory period be extended for an additional ninety (90) calendar days for the staff member to receive further training. The introductory period cannot be extended for more than ninety (90) additional calendar days at which time either regular staff member status is confirmed or the Minister carries out termination.
3. The Minister shall keep the Personnel Committee informed of any introductory period extensions or issues.

4. The Minister and the Personnel Committee shall inform the Board of Trustees when a staff member's introductory period ends

J. Pastoral Counseling by the Minister Not Available to UUCSF Staff

1. No person will be hired who currently is receiving pastoral counseling, or who in the past has received extended pastoral counseling from the current Minister. The current Minister shall not provide pastoral counseling to UUCSF staff.
2. From time to time, a staff member may receive from the Minister supervisory advice, consultation and support which shall in no way be construed as pastoral counseling. Furthermore, if the staff member wishes pastoral counseling, they must seek such services elsewhere.

VI. SEPARATION OF EMPLOYMENT

A. Advance Notice to Supervisor

Notice is not required, however, UUCSF asks that a staff member give three (3) weeks advanced notice in writing to either their direct supervisor, the Minister or to the Personnel Committee.

B. Notice to the Board of Trustees

Following voluntary or involuntary separation of employment of a staff member, The Board of Trustees is to be notified immediately of said change by the Minister or member of the Personnel Committee.

C. Exit Interview

Resigning staff members may be asked to participate in an exit interview. Such interview will be conducted with the intention of strengthening the UUCSF as a principle-based employer.

D. Dismissal

A recommendation from the Minister for termination of employment will be reviewed by the Personnel Committee prior to being carried out.

1. The dismissal process will involve a meeting with the affected staff member. The direct supervisor, the Minister, and a member of the Personnel Committee will attend the meeting. Notes will be taken during the meeting and filed in the staff member's personnel file.
2. A staff member may be dismissed whenever such action is deemed necessary or justified by unsatisfactory performance, inappropriate behavior, or the changing needs of the Congregation.
3. Under certain circumstances, a staff member may be dismissed immediately and without prior notice. See Section III. H. 2. Serious Infractions.

E. Separation Pay Policy

Upon separation a staff member who voluntarily leaves the employment of UUCSF will receive all earnings due on the next regular payday. A staff member who is involuntarily dismissed will receive all earnings due within five (5) calendar days of the dismissal. In either case, staff members will be compensated for all accrued vacation time, but not sick time.

F. References

The policy with regard to responding to outside inquiries about former staff members is to provide position and dates of employment only. All requests for references will be directed to the Minister.

G. Departures From Standard Process

In cases where a separation procedure is defined in the staff member's covenant, contract or letter of agreement that process shall supersede the process in this document.

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