

August 2024 Board of Trustees Meeting Packet

FPBUU Zoom #1 Meeting Link:

<https://us02web.zoom.us/j/649089576?pwd=MFprL0lMWGZWenN2RUc1eDhDcGFNdz09>

Meeting ID: 649 089 576 Passcode: fpbuu

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Covenant of First Parish Brewster UU Board of Trustees

“Entrusted by the congregation, we recognize that ours is a sacred duty and we will bring our highest selves to all work on their behalf. We promise to arrive on time, come prepared, speak gently and respectfully with each other, and allow everyone time to speak. We will operate by majority vote, trying whenever possible to work toward consensus and support a decision once it has been made.

We pledge to use one-on-one communication to express concerns or resolve conflicts with each other. When communicating with the congregation and community at large, the Board speaks with one voice. Our primary commitment is to the long-range health of First Parish Brewster Unitarian Universalist congregation.”

Table of Contents:

Meeting Agenda

July Minutes (will be sent out separately)

President’s Report

Minister’s Report

Administration and Finance Director’s Report

Treasurer’s Report

June Financial Summary Report

First Parish Brewster Board of Trustees

AGENDA

August 20, 2024

4:00 – 6:00 -ish

1. Call to Order - Chalice Lighting - Spiritual Check-In
2. Visitor Comments 10 minutes*
3. Review and Comment on New Covenant DRAFT 15 minutes
Are we ready to consent?
4. Consent Agenda Approval - 5 minutes
 - Minutes of July Board Meeting
 - President's Report
 - Approval of Facilities Manager Position
 - Minister's Report
 - Administration & Finance Director's Report
5. Report from Personnel Committee- Ken Hill 30 minutes
Updates to Personnel Manual
Committee Members: Kenton Hill, Daniel Beltran, Chuck Ross
Questions and Discussion
6. Committees 5 minutes
 - Vote to approve Karen Witting and John Kielb to the Capital Campaign Committee.

Resolution of Board vs. Standing Committees and new liaison assignments to be moved to September meeting.
7. Ministerial Housing Options 15 minutes Kris Yerby
Kris will provide an additional proposal to the Housing Proposals we heard at the July meeting. We will consider all housing information over the fall months.
8. Executive Session - Legal Update w/ Reverend Kaaren. 30 mins
9. Any New Business? - 10 minutes
10. Check Out

BOARD OF TRUSTEES Meeting MINUTES

July 16, 2024

PRESENT: Gail Webb (Board President), Jim Lieb (Past President), Leslie Rennie-Hill (President-Elect and Acting Clerk), Karen Witting (Treasurer), Janet Treanor, Ed Klein, Rob MacIver, Nikia Popow, Kevin Lowey

1. **Call to Order** by Gail and Welcome to All at 4:10 pm

- Opening Welcome to New and Returning Board members
- Check-In - Best tip for enjoying summer on Cape Cod as a UU.

2. **Reading of BOT Covenant** and emphasis as to our commitments to how we work together led by Gail. Request for reactions to the Dan Hotchkiss article, "Lay and Clergy Partnerships." Consensus that the article seems especially relevant now to the BOT and the Search Committee. Appreciations expressed for a collaborative not CEO model, transparency, firmness without rigidity, need for clear roles and responsibilities going forward, and effective on-going communications. Desire for BOT and Search Committee to confer before vision is finalized and Congregational Record shared with any candidate.

3. **No Visitors present.** Explanation of future meeting room set up with Zoom access, tables in a U-shape for Board, and chairs for Visitors in an outer row location against the walls. Note that visitors are always welcome. With prior notice to Gail, they can speak briefly. If offering a presentation, visitors will be allotted more time during the meeting as is needed.

4. **President's Report - Announcements and Updates - Gail**

A. Board Retreat Aug 9th 6:30-9 pm and Aug 10th 10 am-3 pm. Will also need BOT meeting Aug 20th 4-6 pm. BOT Group Photo will be taken during the retreat.

B. Brainstorm DRAFT of a '24-'25 Board Covenant – Tabled for next meeting.

C. Gail reported that she has been meeting with our Past BOT President over the last few weeks. Also collaborating with Hillary Allen from UUA to gain advice and information for BOT use as leaders. Working with UUA to support the formation of a "sibling church group" to share common leadership/decision-making issues. Selection of churches for the group based on GEO Index of churches with similar demographics, size, budget, etc. as well as Personnel Committee areas. Suggested "sibling group" members are: First Parish, Weston MA; UU Society East, Manchester CT; Unit Society of New Haven CT; North Parish, North Andover MA; UUAC First Parish, Sherborn MA; First Parish, Stow & Acton MA.

D. Gail will continue to be BOT liaison to Personnel Committee. Still looking for one additional member for that committee. Discussion of need to have closer connections between BOT and the Personnel Committee.

E. Discussion of Kingston Church Issue and ways to support their rebuilding. Due to low attendance on 7/14, Split Plate funds were lower than expected. BOT agreed to explore other ways to support Kingston if needed going forward.

5. Past President's Updates - Jim

- A. Article 2 Results – 31 congregants responded to the FPB survey. 30 for and one against. Article Passed at UU General Assembly.

- B. The Capital Campaign Committee will have a clarified charge to be completed at the August BOT meeting and hopefully increase the number of members on that committee. Howard Hayes presented a contract to FPB from John O'Reilly, P.E., P.L.S. to cover wetlands work associated with the study of "Conservancy Soils" on the FPB property south of 6A. Jim made a motion as follows:

RESOLVED that \$7500 allocated for conservation soils study also be used for a wetlands study. Rob seconded. Vote – Unanimous approval.

- C. Discussion of status of fund raising for Ministerial Housing and recognition that it will be a discussion topic at the BOT Retreat. Questions arose as to whether to offer options to a new minister or make a church decision ahead of time.

5. Treasurer's Report

- A. Karen noted that the 501c3 application is about 80% completed. We expect to submit the application by mid-August. The application has involved considerable extra effort by Karen, Karena and others in the office.

- B. The May Financial Summary Report indicates we are on track to meet projections as they were presented with the Budget. Once the June numbers are reconciled, Karen will be building the fiscal year end reports and present them at the August BOT meeting.

- C. \$1718.75 currently remains in the Split Plate account. Consensus that the decision about these funds will be made in August and/or September with specific input from the Social Justice Committee as well as others. In addition, a motion regarding money in the Special Funds Account was made by Karen as follows:

RESOLVED that allocation of all unaffiliated money held in the Special Funds Account (like interest) be allotted to the HEED Fund (money used to support congregants in need and is under the minister's discretion). Second Jim. Unanimous approval.

6. Consent Agenda

Report from Administration and Finance Director; Financial Report; Position Descriptions for Facilities Manager and Custodian, June BOT Minutes. Kevin made a motion and Janet seconded that Consent Agenda be accepted. Unanimous vote to approve.

7. Board Committees and All Church Committees - Gail - Discussions involving the following:

- Need to clarify categories/ purposes of each Board and All Church Committee
- Plan to prepare DRAFTS of Board Committee charges for August mtgs. Board Committees are: Disability, Justice, and Inclusion; Capital Campaign; Finance; Parsonage (Minister Housing Taskforce); Personnel; Policy; Strategic Planning; and Stewardship.
- Plan to clarify role of Board liaisons to Board Committees
- Agreement among BOT members that all committees should have an updated charge and liaison managed by the BOT and that the role of liaison needs to be discussed to ensure clear communication between the BOT and Committees.
- Additional Discussion about needs for both policies and procedures and use of the RACI model (delineating who is responsible, accountable, consult, inform)

8. Closing: Meeting ended about 6:15 pm.

Respectfully Submitted, Leslie Rennie-Hill

President's Report - AUGUST 2024

1. During the Spring of 2024, the FPB Board of Trustees voted to spend between \$6500 - \$7500 for a wetlands study and soil testing of the property owned by the church at 40 Cottonwood Drive where the solar panels are located. The project will include flagging of property boundaries and wetland areas on the church-owned property. A Site Sketch Plan will be provided showing areas available for development. In addition, soil samples will be taken and a report to us will be provided outlining the results of the sampling and sieve testing (to determine the 'Percent Finer' of Soil Types).

Motion Passed via Email Vote to Hire New Facilities Manager

An email vote was taken on August 13, 2024 at the request of the Administration and Finance Director to approve the hiring of Dave Caolo as the new Facilities Manager. The Board voted unanimously to accept the recommendation of the hiring committee, Karena Stroh, Judy Fenner, Daniel Beltran and Rog Smith.

Rev. Kaaren Anderson
Board Report
August 2024

Staff

Much of this month is around scheduling and future work, as Directors are both tied up with SNO UU and study leaves. We have a Directors Retreat Scheduled for September 25th in the morning and a Staff Retreat Scheduled for the afternoon. I attended some of the Board Retreat earlier in the month. I'm working with Daniel Beltran from personnel to create a new Goal/Objective planning model. Once that is complete, Daniel train Directors around how to use the model for better supervision and support of our own supervise's.

Meetings and Planning

This month I am meeting with a small group to finalize the mission work, the Search Committee in early September, the presidents to finalize the board calendar, the Environmental Task force around their plans for the year, and SJ Leadership to map out new way of organizing for the better congregational participation, input and impact. Have already met with Reproductive Rights group around planning for the year.

I have to RE-DO the tree in Fellowship Hall this month, as the Fire Department has declared it's a fire hazard, so Roger Smith, Laura Gill and I will take it all down, (sigh) and build one out of aluminum. Grateful to these two for helping me with this.

Respectfully submitted,
Rev. Kaaren Anderson
8/15/2024

Report from Administration and Finance Director – August 2024

Financial Highlights & Pledges (see the Treasurer's report for more info)

- FY24-25, we have received, as of 8/15/2024, 172 pledge units for a total of \$487,304.
- Karen Witting and I are making our way through the financial portion of the 501c3 application. We will be meeting with Finn Allen next week to review all that we have put together. We have made a lot of great progress, which makes me hopeful that it will be completed and ready for submission by September.
- FY24 financial reports are nearly finalized. I am reviewing this year's payroll transactions to make sure they are all applied correctly, and I expect that to be done by next week.

Property Management

- I am very pleased that we have hired Dave Caolo as our new Facilities Manager. He is really excited about taking on this new position. Please congratulate him next time you see him around campus. Special thanks to the other members of the Hiring Team, Judy Fenner, Daniel Beltran, and Rog Smith! The whole process from early conversations with Rev. Kaaren about how to right size my position to reviewing the job descriptions for the new positions with Building Maintenance Committee to preparing and interviewing with the Hiring Team was packed full of really good information that can be used as we move forward establishing new systems to promote clear communication around building oversight and usage. I will be working with Dave to help him pull together a hiring team for the Custodian position.

Administry

- I will be sending out letters to the following people regarding their membership status: Ross Berry, Glenn Greenough and Maureen Murphy. These members have not met the pledging requirements per FPBUU bylaws. The letters remind them of this requirement and explain that unless we hear from them, we will change their membership status to "no longer attends". I also make sure to tell them that they are always welcome at First Parish whether as a member, friend or visitor. This is done each year at this time to maintain an accurate membership list.
- The online Board Notebook page has been updated. (<https://fpbuu.org/about-us/governance/board-of-trustees/board-notebook/>). Shelma is working on website updates, which includes the governance pages being moved. The search function is always a good way to find a page that you are looking for and at the bottom of each page is a link (at least for now) to the governance pages.
- I will be facilitating an *All Committees* meeting Sunday, September 29th 11:30am-1pm. This will be an opportunity to make sure church leadership and all our groups have the essential information as we start the church year together. It is important that we have at least one representative from each group to make the most of our time together. More details will be going out via the weekly Angle and direct emails to committee chairs.
- We have scheduled our annual staff retreat for September 25th, and I am excited to work with Rev Kaaren and the other directors to make this a teambuilding and fun time for our whole staff. Teams that laugh together stay together.
- I continue to meet regularly with the 4 staff members that I supervisor as well as support the rest of the staff as needed.

Sustainability, Professional Development and Serving the Larger Community

- I will be on vacation August 26-29. This is my annual meditation retreat on Star Island, and I am so grateful to be able to take this time to nourish my spirit. If there are any urgent questions or concerns that cannot wait until I return on September 3rd, please reach out to the office at cove@firstparishbrewster.org or 508-896-5577 Monday-Thursday 9am-12pm.

Kind regards, Karena Stroh, Administration and Finance Director

REPORT TO FPB BOARD OF TRUSTEES
Update on the Work of the Personnel Committee
August 20, 2024

Since October of 2023, the Personnel Committee (Dan Beltran, Ken Hill, and Chuck Ross) in cooperation with Gail Webb (board representative) and Rev. Kaaren Anderson, has been focusing on employee policies and procedures ranging from hiring to termination.

There is still much work to be done regarding Wage and Hour Administration (hours of work, timekeeping and overtime pay, and payroll deductions) and Employee Benefits (insurance, retirement benefits, paid time off, holidays, leave of absence, etc.) The committee will be focusing on these issues over the next few months.

This report has been prepared to update the FPB BOT on our work so far. We welcome your feedback and suggestions going forward.

CONTENTS

1. Personnel Policy Manual – Proposed Revisions to Appendix Page 2 - 4
 - A. Personnel Committee Job Description
 - B. Hiring Process
 - C. Procedures for Replacing Staff or Hiring New Staff
 - D. CORI/SORI Policy

2. Interview Guidelines Page 5 - 11
 - A. Interview Process Guidelines
 - B. Suggested Interview Questions
 - C. Questions Not to Ask
 - D. Reference Questions
 - E. Exit Interview Questions

3. Performance Improvement Plan Page 12 -14

4. Separation Policy and Procedure Page 15 - 16

5. Yearly Goal Setting (In process for use in the 24 – 25 church year)

APPENDIX

A. PERSONNEL COMMITTEE JOB DESCRIPTION:

(The following statement replaces the former 2 paragraphs.)

Charge: It is the charge of the Personnel Committee to assist and support FPB in the appropriate, safe, fair, and fiscally responsible use of human resources. The Committee serves the Board of Trustees and the Senior Minister in an advisory capacity. It will be made up of five members preferred to have personnel and/or management experience, appointed by the Board for three-year staggered terms. The Chairperson will be elected by the members of the Committee. No paid staff will be members of the Committee.

Duties:

1. Develop personnel policies and procedures, to be approved by the Board of Trustees.
2. In collaboration with the Senior Minister conduct an annual review of the personnel policies and procedures.
3. Maintain and keep current the Personnel Policy Manual. Archive the Manual as a history of FPB personnel policies.
4. Assist the Senior Minister in the development of job descriptions, salary, administrative practices, benefits, and other employment policies needed to comply with appropriate Massachusetts and federal laws for all staff.
5. Serve on each hiring sub-committee established when a position is vacated or created. The Chair of the Personnel Committee will designate one member of the committee to serve along with the staff person in charge of the open position. At the discretion of the staff person and the Personnel Committee appointee, one or a maximum of two others with appropriate experience and/or expertise might be appointed. Once established, the Board of Trustees will be informed of the hiring sub-committee membership.
6. Participate in employee grievance procedure if resolution has not been reached after employee has followed the procedure of first speaking with their supervisor and the Senior Minister if necessary.
7. During the annual budget process, recommend salary and benefit adjustments and hours worked. All decisions regarding increases or decreases in pay or hours worked or benefits for staff are to be exclusively handled by the combined input of Supervisors, Minister(s), and Personnel Committee. Final approval will be made by the Board of Trustees.

B. HIRING PROCESS

The Board has the final authority to hire, terminate, or change terms of employment in consultation with the Senior Minister

Terminated employees may continue to be enrolled in the company's health insurance plan by law (C.O.B.R.A.) for 18 months after separation provided the employee pays the entire cost of the insurance by the first of every month.

Each staff position has a written job description, approved by the Board, outlining the general duties of the job, annual Paid Time Off, and other benefits. Your job description will be reviewed each year at the time of your annual evaluation. Proposals for any major changes from the original job description will be approved by the Senior Minister, in consultation with the Personnel Committee, prior to the job opening being posted. The Senior Minister will then submit the proposed changes to the Board of Trustees for approval.

C. PROCEDURES FOR REPLACING STAFF OR HIRING NEW STAFF

(The following statement replaces former 6 points.)

1. A hiring sub-committee will be formed when a position is vacated or created. The Chair of the Personnel Committee will designate one member of the committee to serve along with the staff person in charge of the open position. At the discretion of the staff person and the Personnel Committee appointee, one or a maximum of two others with appropriate experience and/or expertise might be appointed. Once established, the Board of Trustees will be informed of the hiring sub-committee membership.
2. The existing job description will be reviewed by the supervisor, Senior Minister, and the Personnel Committee, and upon approval of the Board of Trustees, will be given to the hiring sub-committee.
3. The salary (range and options) and appropriate benefits, recommended by the hiring sub-committee in consultation with the Finance Committee, the Senior Minister, and the Personnel Committee, will be reviewed and finally approved by the Board of Trustees.
4. The hiring sub-committee will:
 - A. Post the position advertisement in the weekly Angle, on the website, and in other relevant media
 - B. Receive and review resumes and applications
 - C. Check appropriate references
 - D. Select and invite qualified candidates to be interviewed
 - E. Conduct interviews
 - F. Request criminal and Sexual Offender Reports (CORI/SORI).
5. Upon identifying the best, most qualified candidate fit for the position, the hiring sub-committee, in consultation with the Senior Minister, will make a recommendation to the Board of Trustees for their approval.
6. The following signatures are required before hiring:
 - President of the Board of Trustees
 - Senior Minister
 - Administration and Finance Director
7. The following items should be attached to the Offer of Employment letter:
 - Job Description
 - Salary and Benefits Agreement
 - Start Date
8. In addition to items listed in #7 the following should be included in the Personnel File Folder:
 - Copy of Advertisement
 - Statement assuring references have been completed
 - Statement assuring CORI/SORI checks have been made

D. CORI/SORI POLICY

(The following will replace the former two paragraphs and 4 numbered statements.)

As required by the Commonwealth of Massachusetts, employees of FPB must have a background check which demonstrates conduct that may not adversely affect the church's ability to provide for the safety and well-being of the congregation. Upon application for employment and periodically thereafter (at the discretion of the Senior Minister and the Board of Trustees), a Criminal and/or Sexual Offender Record Information (CORI/SORI) review will be required.

CORI checks and SORI checks will be conducted for all employees seeking employment or volunteer work with FPB as part of a general background check.

The Administration and Finance Director, the Senior Minister, and the Director of Lifespan Religious Education will be certified to request CORI/SORI records.

FPB maintains two certifications to request and receive CORI/SORI records: The Director of Lifespan Religious Education is authorized to request and receive CORI/SORI reports via the internet. The Administration and Finance Director is authorized to receive CORI/SORI records by mail.

Procedure:

1. All prospective Employees/Volunteers complete the CORI and SORI forms prior to being officially offered a position.
2. An "unclear" SORI will automatically disqualify the candidate from any position with minors.
3. An "unclear" SORI and/or CORI will be reviewed by the Senior Minister to determine if the offence is disqualifying for the position they have applied for. The Senior Minister can consult with the Personnel Committee if necessary. That decision should be based on variables such as the nature of the offense, length of time that has passed since the offense, etc.
4. If the candidate is disqualified based on the results of the CORI and or SORI they will be informed of that fact.

INTERVIEW GUIDELINES

Prepared for First Parish Brewster UU Church
By FPB Personnel Committee – 2024

- **Interview Process Guidelines**
- **Suggested Interview Questions**
- **Questions Not to Ask**
- **Reference Questions**
- **Exit Interview Questions**

Interview Process Guidelines

1. Explain to the interviewee that this interview is part of the selection process.
2. Let the interviewee know you have plenty of time and that they should feel free to consider their answers before responding or to go back to previous questions if they think of something to add.
3. Ask all questions of all interviewees in order, using the exact wording.
4. If interviewee does not understand the question, read it again. Do not interpret the question. It is their interpretation that is important.
5. Be a careful, responsive listener, but do not comment or give your opinion about what he/she/they said.
6. Do not probe or cross-examine. However, if you need more information to make your judgement, simply say, "Tell me more."
7. In addition to listening to and taking notes of their answers, keep in mind that interviewees with greater potential of being successful also are more likely to exhibit the following characteristics:
 - a. High awareness and openness regarding their own weaknesses as well as strengths.
 - b. Quick responses and high energy.
 - c. Multiple, recent examples (and therefore, perhaps longer, more detailed answers).
 - d. Focused answers and specific to-the-point illustrations.
8. Remember that this interview is one tool in the process of predicting potential success. Use the results to more fully inform your understanding about this candidate and their potential for success here at FPB.

Suggested Interview Questions

In preparing for your interview, it is a good idea to identify what questions you want to ask of all candidates so that you can concentrate on listening carefully and will have consistent points of comparison. Here are some potential questions to choose from:

1. Let's begin with your interest in this role here at First Parish Brewster – tell me why you feel your background and experience are a good fit for this position?
2. Having read the job description, where would you see yourself able to “hit the ground running” if you were to be hired?
3. Where would you anticipate encountering the steepest learning curve in this job? What skills/experience do you hope to gain working here?
4. Tell me about your current/most recent job. What was your role and what were your main responsibilities?
5. What is something you like/liked about that job?
6. What do you wish was different about that position and why?
7. Why did/would you leave your current/most recent job?
8. What kind of environment helps you thrive? What characteristics of a job are most important to your success? What is most likely to interfere with your success?
9. What would you say are your three most significant accomplishments in your work career so far?
10. How would your most recent manager characterize your strengths and weaknesses?
11. Describe a time you made a mistake on the job. What did you take away from that experience?
12. Tell me about a time you failed. How did you handle it?
13. Describe a time when you had a disagreement with or had to deal with hostility from a coworker.
14. Give me an example of persuading a coworker to change his/her/their approach.
15. How do you plan your work? How do you prioritize your work?
16. Have you ever been in a situation where the goals were not clearly defined? How did you work through that?
17. What is the best piece of advice you have ever received?
18. What are your career goals? What gets you excited? Where do you want to end up?
19. (In anticipation of reference calls...) Tell me about the last few people you worked for (or with) and how they would rate your performance when we talk with them.
20. Do you have any questions for me?

When interviewing a candidate for a management or supervisory position, the following questions could be added:

1. What management/ leadership roles have you held in your career so far?
2. Give me an example that describes your working style.
3. What is your leadership style? How has your leadership style evolved over the years?
4. How would your most recent manager characterize your ability to work with others?
5. How would those who have been your direct reports characterize your leadership?
6. How do you give feedback? How do you seek and take feedback?
7. Give me an example of how you have provided development opportunities to employees.
8. What is different about the way you and your current or previous manager manage people?
9. Tell me about the best and worst direct reports you have managed. How did you work with them?
10. What do you look for in the colleagues you recruit?
11. What are your top priorities in your current role? How did you decide that is what you should be working on?
12. Tell me about a project that required significant preparation on your part. What steps did you take to ensure success?
13. Tell me about an instance when you could have done a better job managing an emotionally charged situation.
14. Tell me about a situation where you figured out how to do a process or project faster and cheaper without compromising quality.
15. What has been your proudest moment as a leader/manager so far in your career?

Questions Not to Ask

It is against federal (EEOC) regulations to ask questions related to race, color, religion, sex (sexual orientation, gender, pregnancy status), national origin, age, disability, genetic or medical history, or current salary.

Here some examples of questions you should not ask along with some alternative ways to find out what you need to know before hiring a candidate:

1. Are you legally authorized to work in the US? (Do not ask – “Are you a US citizen?”
Where were your parents born?)
2. Are you able to perform the specific duties of this position? (Do not ask – “Do you have disabilities? Are you pregnant?”) However, if they have specifically told you about a disability, you are allowed to ask if they will need accommodations during the interview or on the job.
3. Are you available to work overtime on occasion? (Do not ask – “Do you have kids? Can you get a sitter on short notice for overtime or travel?”)
4. Are you over 18 years old? (Do not ask – “How old are you? When did you graduate from high school?”) It is okay to establish that the candidate is 18 or over to ensure you are in compliance with child labor laws.
5. Will I need any additional information, like a different name or nickname to check job references or do background checks? (Do not ask – “Are you married? Is (X) your maiden name?”)

Reference Check Questions

1. How long have you known _____?
2. What was your working relationship with _____?
3. Have you known _____ outside of the work setting?
(If "yes") In what capacity?
4. What strengths was _____ known for in his/her/their work?
5. Are there any special accomplishments _____ is noted for?
6. What advice would you offer to help _____ be successful in the next position?
7. Did _____ help you do your job better? (If "yes") How were you helped?
8. Is there anything else you would like to share about _____ that would help us make our hiring decision?

EXIT INTERVIEW GUIDELINES

When an employee leaves First Parish Brewster, an exit interview provides a rare opportunity to gain insights into how we can improve employee retention in the future.

The exit interview questions should encourage honest, in-depth responses – regardless of the circumstances surrounding the employee’s departure.

Employees quit their jobs for many different reasons including poor relationship with their managers. So, it is often better to have someone other than the manager conduct the exit interview. In some cases, the Senior Minister would be most appropriate. In other cases, the Chair of the Personnel Committee would be in the best position to gather the most candid feedback.

Here are some potential interview questions (Suggested by Bamboo HR) to choose from. Listening carefully and probing when needed will help in getting a full picture.

Reason for Leaving

- Why did you decide to leave your job?
- Did you get along with your direct manager?
- Did you get along with your peers?

- Is there anything we could have done to prevent you from leaving?

Employee Experience

- What did you think of the way you were managed?
- Did you receive frequent, constructive feedback from your manager?
- What benefits or programs did you feel were missing?
- Were you recognized enough for your accomplishments?

Role-Specific Questions

- Did you think your responsibilities were clear? Did you know what was expected of you?
- Did you feel you had all the resources you needed to do your work here?
- Did you receive the training you needed?
- Did your role meet your expectations?
- Did you have clear progression goals to work toward?
- What did you like about your work? Was it rewarding, challenging, or too easy?

Forward-Facing Questions

- In general, what has it been like for you working here at First Parish Brewster?
- What advice would you like to give to your team/peers?
- What would make this a better place to work?
- Would you ever consider working here again?
- Would you recommend others to apply for a position here?

PERFORMANCE IMPROVEMENT PLAN

Adapted from the Society for Human Resource Management (SHRM) PIP Model

SENIOR MINISTER'S ROLE INCLUDES:

- Determining whether a PIP is the appropriate action for the situation.
- Administering all PIPs in conjunction with the manager.
- Providing ongoing guidance to both the manager and employee throughout the plan.

STEP 1: DETERMINE IF A PIP IS APPROPRIATE

- Is there an actual performance or behavioral issue that can be substantiated?
- Is the manager committed to helping the employee succeed rather than terminating the employee?
- Is it likely that the issue can be "fixed" through a formal improvement plan?
- Does it appear the employee has received the proper training to succeed at the task?
- Is there a known personal issue that may be affecting the employee's performance that should also be considered and addressed?

STEP 2: DEVELOP A DRAFT PLAN

Once the need for a PIP has been established, the manager should create a draft of a plan for the Senior Minister's review. An improvement plan should include:

- Information on what acceptable performance levels are and how the employee's current performance is deficient. Specifics regarding the unacceptable performance should be given including dates, data and detailed expectations. Attach the job description and any relevant employer policies to further clarify expectations.
- Specific and measurable objectives that are achievable, relevant and time-bound (otherwise known as SMART goals). PIPs usually last 30, 60, or 90 days, depending on how long it would reasonably take to improve the specific issue.
- Guidance of what management will do or provide to assist the employee in achieving these goals, such as additional resources, training, or coaching.
- Details on how often the manager and employee will meet to discuss progress. This is often done once a week, but may vary depending on the circumstances.
- Clearly stated consequences for not meeting the objectives of the plan. Options may include demotion, transfer to different position or termination.

STEP 3: REVIEW THE PLAN

The Senior Minister should review the plan with a focus on removing any bias against the employee.

- The performance issue is clearly stated and well-substantiated.
- Objectives are fair and the time frames are reasonable.
- The employee is being given the proper tools and training needed to improve.
- If it is a relatively new employee, was an adequate onboarding effort in place?

The key to this step is to ensure that the plan is attainable and fair and not just a means to terminate an employee.

STEP 4: IMPLEMENT THE PLAN

The manager and the employee meet to discuss the plan.

- Manager conveys his or her own commitment to the plan and to the employee's success.
- Employee is encouraged to provide feedback, identify any areas of confusion, and to claim ownership of the plan.
- Manager is open to changes based on the employee's input and perspective.
- After fully discussing the plan, the manager may make modifications based on employee feedback.
- Once the Senior Minister has reviewed any changes, the plan should be signed by both the manager and the employee and forwarded to the Senior Minister for approval.
- If the employee is unable to commit to the PIP at this point, the Senior Minister will need to determine whether termination, demotion or another employment action should be taken.

STEP 5: MONITOR PLAN PROGRESSION

- The manager should ensure all progress meetings are scheduled and occur on time.
- Progress toward goals should be documented and discussed, seeking to identify why improvements have or have not been made.
- If gaps in training or required tools become apparent, provide those as soon as possible.
- Encourage employee to lead these meetings, to self-report on how they believe they are doing, what realizations they might have made, or what else they may need to succeed.
- Successful progress should be recognized as a means of motivating continued improvement.

STEP 6: PLAN CONCLUSION

- When the employee has responded positively by meeting plan objectives, possibly before the expiration date of the plan, the Senior Minister should formally close the plan, recognize employee's success and allow the employee to continue employment as long as improved performance is sustained.
- If employee is unable to improve or if performance worsens, the PIP should be closed, and a possible reassignment, demotion or termination should be considered, based on specific circumstances.
- When the employee is committed to improvement, but falls short of the objective within the established timeline, it may be worthwhile to extend the plan to give him or her a bit more time to succeed.
- Additionally, if objectives were found, in retrospect, to not be realistic or fully within the employee's control, the plan might be ended successfully, based on the improvements achieved.

NOTE ABOUT "SMART" GOALS – QUESTIONS TO ASK:

1. SPECIFIC? Does it hone-in on a particular performance component?
2. MEASURABLE? What is the quantity, quality, specifications measure?
3. ALLIGNED? Is it aligned with the organizations purpose?
4. RESULTS FOCUSED? Does it lead to a tangible result?
5. TIME BOUND? Does it have a specific start date and due date?

This Performance Improvement Plan is being considered by the Personnel Committee
for possible adoption by FPB Board of Trustees.

February, 2024

First Parish Brewster Separation Policy and Procedure

Date Created: August 2024	By: Personnel Committee
Date Reviewed	By:
Date Reviewed:	By
Date Reviewed	By:

POLICY:

It is the policy of First Parish Brewster (FPB) that all of its employees will be treated in a thoughtful, transparent and fair manner when they separate from employment with FPB either voluntarily or involuntarily.

PROCEDURE:

If an employee is separating in a voluntary manner:

- 1) They are expected to give at least two (2) weeks written notice if they are a non-exempt employee; and at least four (4) weeks if they are an exempt employee.
- 2) The written notice shall be submitted to their immediate supervisor.
- 3) The immediate supervisor shall notify the Senior Minister who will make the Administration and Finance Director as well as the Personnel Committee and the Board of Trustees (BOT) aware.
- 4) The congregation shall be made aware in a manner agreed upon in consultation with the Senior Minister and the Board of Trustees.

If an employee is being separated involuntarily:

- 1) The supervisor shall notify the Senior Minister of this as soon as the process is set to begin.
- 2) The employee will be made aware of any and all of the issues which are resulting in the consideration of termination by their immediate supervisor as soon as they are identified by the supervisor.
- 3) If the issue is not one of a serious nature, the employee should be assured that all reasonable efforts have been made to remedy the situation. For instance, the appropriate steps in the Performance Improvement Plan have been followed.
- 4) If the issue is related to serious misconduct, the physical and emotional safety of the congregation becomes paramount. In this case the BOT as well as the Personnel Committee must be immediately notified in order for an expedited decision to be made. It is the responsibility of the Senior Minister to address the termination with the employee in consultation with the BOT and the Personnel Committee. The congregation will be informed of the separation, but details must remain confidential in order to protect the employee as well as the Congregation.
- 5) The employee will be informed that a serious in-person meeting will be scheduled to discuss their employment with FPB.

- 6) The Senior Minister will be informed of this prior to the meeting.
- 7) The Senior Minister, and a member of the Personnel committee should be present for the meeting in addition to the immediate supervisor.
- 8) The Administration and Finance Director as well as the BOT will be informed of the outcome of the meeting by the Senior Minister.
- 9) The congregation will be informed of the separation. How the congregation will be informed will be determined by the Senior Minister, the Personnel Committee, and may be influenced by the employee's input as well.
- 10) If the separation is at all adversarial, it may be a good idea to consult a Labor attorney.
- 11) The length of time between the meeting and the employees last day of employment can be negotiable.
- 12) Let the employee know that they will be provided a written summary of the meeting. This summary will be written by the supervisor, who may request consultation from the Senior Minister and the Personnel Committee.

Treasurer's Report

A) June 2024 YE Financial Report

The 2023-2024 Year End Financial Summary report follows. The numbers are near final and will be final by September when the Finance Committee will build a full Year End report for distribution to the congregation. This report differs from the one we reviewed earlier this month as follows a) Included in the Sustainability Fund table is an estimated amount for the funds to balance the budget b) Addition of a prior year comparison chart.

B) Split Plate Excess Funds

As explained in Karena's July Board Report, we have \$1,718.75 of excess split plate funds to be distributed, which were accumulated during the years of the pandemic. At the July Board Meeting we agreed to review this situation with the Minister and Social Justice Committee and be ready at the August meeting to make a decision regarding where to send this money.

C) Planning for Financial Review

We are preparing to do our biennial Financial Review. The purpose of this review is to have an independent review of our finances. Our last review was done by Boardwalk, who also supported our transition to Quickbooks online. So, we feel a different organization would be best to do the review this year. We are looking for recommendations now, planning to select the organization in September and begin the review in October. Please let me know if you have any suggestions for an organization to do the review.

D) 501c3

The financials for the 501c3 application are coming together. The last few numbers are being calculated and the itemized lists are being built, a very time-consuming process. The team, consisting of Karena, Karen and Finn, are meeting 8/21 to identify any further tasks and plan for submission.

Financial Reports June 2024

DRAFT

Reconciled

Submitted by Karena Stroh, Admin & Finance Director

Table of Contents

P&L Budget vs. Actual Summary

% of budget should typically be at 100%

Points of Interest

Total Income is at 101% of budget

Total Pledge Payments received 93% of budget

Offertory is at 122% of budget

Thrift Store Income is at 120% of budget

Total Expenses are at 100% of budget

Split Plate Donations total \$24,783 to 53 different organizations July 2023- June 2024

Capital Expense Fund

	Actual Expenditure	Board Approved	Remaining	Status
Balance 7/1/2023	15,199.29	15,199.29		
Steeple (Endowment YE2023)	-2,057.42	-2,057.42	0	Complete
Pew Change (Endowment YE2023)	-3,000.00	-3,000.00	0	Complete
BMC Special Projects (Endowment YE2023)	-4,245.00	-4,391.87	-146.87	Complete
Deposit for PH door repair	-457.5	-457.5	0	Complete
Sanctuary Carpet repair	-1,146.00	-1,146.00	0	Complete
Balance 6/30/2024	4,293.37	4,146.50	-146.87	

Sustainability Fund

	Actual Expenditure	Board Approved	
Balance 7/1/2023	129,596.70	129,596.70	
Unexpected elevator repair	-4,995.00	-4,995.00	
Additional Fridge in WH	-500.00	-500.00	
Donation received	845.00	845.00	
Funds to Balance the Budget	-52,373.00	-58,000.00	Estimated
Balance 6/30/2024	72,573.70	66,946.70	

First Parish Brewster UU

P&L Actual vs Budget FY24 Summary Report

July 2023 - June 2024

DRAFT

	Total			
	Actual	Budget	Remaining	% of Budget
Revenue				
Fundraising	43,696	37,500	-6,196	116.52%
Investment, Interest, Misc	12,517	7,550	-4,967	165.78%
Offertory	24,321	20,000	-4,321	121.61%
Pledges	408,891	438,013	29,122	93.35%
Rental	6,088	8,000	1,913	76.09%
Thrift Store Income	122,201	102,000	-20,201	119.81%
Total Revenue	\$ 617,714	\$ 613,063	-\$ 4,651	100.76%
Gross Profit	\$ 617,714	\$ 613,063	-\$ 4,651	100.76%
Expenditures				
Administrative	17,458	19,200	1,742	90.93%
BldgGrounds	93,956	88,827	-5,129	105.77%
Committees	3,594	4,260	666	84.37%
Lifespan Religious Education	5,323	6,150	827	86.55%
Mortgage Loan Payments	7,387	7,200	-187	102.60%
Music	5,120	5,600	480	91.43%
Staff	524,053	524,273	220	99.96%
UUA/NER Dues	10,000	10,000	0	100.00%
Worship	3,194	5,500	2,306	58.07%
Total Expenditures	\$ 670,087	\$ 671,010	\$ 923	99.86%
Net Operating Revenue	-\$ 52,373	-\$ 57,947	-\$ 5,574	90.38%
Net Revenue	-\$ 52,373	-\$ 57,947	-\$ 5,574	90.38%

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First Parish Brewster UU

P&L Prior Year Comparison Summary Report

July 2023 - June 2024

DRAFT

	Jul - Jun 24	Jul - Jun 23	\$ Change	% Change
Revenue				
Fundraising	43,696	22,439	-21,257	194.73%
Investment, Interest, Misc	12,517	8,385	-4,132	149.27%
Offertory	24,321	18,113	-6,208	134.27%
Pledges	408,891	339,833	-69,058	120.32%
Rental	6,088	5,942	-146	102.45%
Thrift Store Income	122,201	112,895	-9,306	108.24%
Total Revenue	\$ 617,714	\$ 507,608	-\$ 110,106	121.69%
Gross Profit	\$ 617,714	\$ 507,608	-\$ 110,106	121.69%
Expenditures				
Administrative	17,458	17,802	343	98.07%
BldgGrounds	93,956	84,311	-9,645	111.44%
Committees	3,594	2,554	-1,040	140.72%
Lifespan Religious Education	5,323	5,317	-6	100.12%
Mortgage Loan Payments	7,387	7,387	0	100.00%
Music	5,120	4,819	-301	106.24%
Staff	524,053	419,639	-104,415	124.88%
UUA/NER Dues	10,000	18,000	8,000	55.56%
Worship	3,194	5,428	2,234	58.84%
Total Expenditures	\$ 670,087	\$ 565,257	-\$ 104,830	118.55%
Net Operating Revenue	-\$ 52,373	-\$ 57,649	-\$ 5,276	90.85%
Net Revenue	-\$ 52,373	-\$ 57,649	-\$ 5,276	90.85%

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