

*Systemic Stress
among
Church Lay Professionals
in
Virginia United Methodist Churches*

Special Report
for the
Virginia United Methodist Annual Conference
Cabinet
Richmond, Virginia

Sponsored
by the
Commission on the Status and Role of Women (COSROW)

Prepared by
Les Solomon, PhD
COSROW Statistician

April 20, 1994

Contents

1. Press Release: Systemic Stress among Church Lay Professionals in the Virginia United Methodist Annual Conference (pages 2-5)
2. Summary Ratings and Comments by-Question (pages 6-10)
3. Suggestions for Reducing Stress: What One Thing Could the--
Conference Do to Reduce Your Stress? (pages 11-13)
Senior Pastor Do to Reduce Your Stress? (pages 14-16)
Staff Parish Committee Do to Reduce Your Stress? (pages 16-18)
4. Equitable Salary/Benefit Analysis: A Case Study (pages 19-22)

COSROW Press Release: Systemic Stress among Church Lay Professionals

PRESS RELEASE

*Systemic Stress among Church Lay Professionals
in the
Virginia United Methodist Annual Conference*

SOURCE: Virginia Annual Conference Commission on the Status and Role of Women

EMBARGO DATE: April 20, 1994

Being pulled in several different directions on the job, lacking adequate salaries based upon their professional qualifications, and experiencing power abuse within the local church are the three leading causes of systemic stress among Virginia United Methodist's Church Lay Professionals. These are some of the key findings from a survey sponsored by the Virginia United Methodist's Commission on the Status and Role of Women (COSROW).

The depth of feelings on these issues by Church Lay Professionals was quite striking, according to Sue Lewis, COSROW chair. She expressed the concern that we have for too long considered our Church Lay Professionals to be second class citizens. However, unless the issues raised in this survey are addressed within the Annual Conference and by local churches, we will jeopardize the effectiveness of one of our hidden strengths.

The survey included approximately 350 United Methodist Church employees identified by COSROW whose primary source of income came directly from their position as a Church Lay Professional. Approximately 30 percent responded to the survey; 26 percent were in predominately music ministries; 58 percent were in predominately program ministries; and 82 percent were female.

Respondents indicated the extent to which they agreed or disagreed with each of 38 statements included on the questionnaire. In addition, they circled the five most important sources of stress from these 38 statements.

The largest source of stress is being "pulled in many directions limiting (my) effectiveness" (table 1). Almost 40 percent listed this as one of the top five sources of stress. Among male church lay professionals, over 50 percent listed this as an important source of stress. One way to reduce this stress source would be to ensure that all professionals have written and clearly understood job descriptions. Only 75 percent indicated they had a job description and many reported that their job description was not understood and/or used by either the pastor or Staff Parish Committee. The lack of unclear job expectations and/or priorities ranked as the fourth leading cause of stress. This is a more important source of stress among those in program ministries than for those in music ministries.

The lack of adequate compensation, based upon the Church Lay Professionals' training and qualifications was the second largest source of stress. Over 30 percent listed this as one of the five key sources. Adequate compensation is clearly the key issue among those in music ministries. Over 70 percent (the highest percentage) of the females in music ministries listed this as one of the five most important sources of stress.

The respondents cited "power abuse by clergy and other church lay professionals" in the local church setting as the third highest source of stress. Overall, the issue of power abuse was listed by 26 percent of the respondents as a major source of stress. For females in music ministries, power abuse ranked second.

COSROW Press Release: Systemic Stress among Church Lay Professionals

Many respondents were quite vocal in their feelings of frustration regarding the role of clergy as managers of multiple staffs. In addition, many believe the clergy in multiple staff churches are not carrying their share of the load in local church ministry.

The respondents provided many suggestions for improving their situation (table 2). For instance, the two most important behavioral changes respondents suggested for the clergy were to work together as equals in team ministry and to be an advocate for lay professionals in the local churches by recognizing their talents and gifts.

Church Lay Professionals believe the Annual Conference can do far more than it is doing now to reduce their stress. Suggestions included providing compensation guidance to the local churches, pension and health benefits, and conflict resolution support. Additionally, they believe the Cabinet and Annual Conference have a major role to play in the selection and training of competent clergy managers for team ministry. Church Lay Professionals believe, however, that the most important behavioral change the Cabinet could make is to "value laity in ministry as much as clergy."

Although the Annual Conference Cabinet has little to do with staffing Church Lay Professional positions, many placed their source of stress at the feet of the Cabinet and the appointment process. Frequently, Church Lay Professionals are the ones who provide continuity to the church's ministry while ministers move from one appointment to another. Many respondents wanted to be consulted regarding the clergy appointment process, along with the clergy and members of the Staff Parish Committee.

Many Church Lay Professionals believe their positions are vulnerable to the preferences of the clergy assigned to their church. Overall, 17 percent of the respondents, 19 percent of those in program ministries, and 41 percent of males indicated that their "job security is being threatened with each new appointment."

The issue of job security is so sensitive because clergy and church lay professionals live in two different ends of the "security continuum." Although the church lay professionals may believe they should be treated just as others in the workforce who must face the threat of losing their job, the tension occurs because the church lay professional's primary colleague in daily ministry, the minister, appears to be protected by the appointment process while many church lay professional believe their position is quite vulnerable to the wishes of the Staff Relations Committee and the senior pastor.

In general, the respondents reported a rather positive relationship with their Staff Parish Committee. However, the respondents see an immediate need for the committees to take a more active role in monitoring and communicating the performance of all staff on an on-going basis, interpreting the roles and responsibilities of the church lay professionals to the congregation, and providing adequate compensation to the staff.

Other interesting findings include the following: Respondents in music ministries had worked longer in their field (20 years) than those in program ministries (9 years). Those in music ministries also had worked longer (11 years) in their present position than those in program ministries (5 years). Finally, a higher percentage (81 percent) of professionals in music ministries had written job descriptions than those in program ministries (73 percent).

COSROW identified a range of opinions by the respondents on the issues addressed in the survey. In many churches, clergy, Staff Parish Committees, the congregation, and Church Lay Professionals have developed highly effective team ministries that value and recognize the contributions of all members of the team; in others, much more progress is needed.

Although COSROW has taken care to ensure the confidentiality of all responses, the complete report provides a detailed accounting of the problems and concerns expressed by many Church Lay Professionals.

COSROW Press Release: Systemic Stress among Church Lay Professionals

It provides valuable insights for both clergy and Staff Parish Committees who are responsible for churches with multiple staffs. For a copy of the complete report, contact:

Dr. Les Solomon
 COSROW Statistician
 8047 Fairfax Road
 Alexandria, VA 22308
 703 768-6233

Table 1. Most Important Sources of Stress by Church Lay Professional Group

NOTE: Numbers in columns are in percentages. These are the 6 (of 38) most important sources of stress noted by respondents.

Stress Source	G R O U P						
	A	B	C	D	E	F	G
I often feel pulled in many directions limiting my effectiveness.	39	37	40	33	37	44	63
My salary is adequate based upon my professional training and qualifications.	32	52	23	72	20	11	38
I have experienced power abuse from a clergy or other church lay professional.	26	33	19	39	15	22	50
Unclear job expectations and/or unclear priorities on the part of the church often creates stress for me.	20	11	26	11	24	11	38
We have an adequate process within the multiple staff for communicating and working through conflicts.	19	22	23	33	20	0	38
My job security is potentially threatened with each new appointment.	17	15	19	6	15	33	50

GROUPS:

- A = Total
- B = Predominately Music Professionals
- C = Predominately Program Coordinator Professionals
- D = Predominately Music Professionals - Female
- E = Predominately Program Coordinator Professionals - Female
- F = Predominately Music Professionals - Male
- G = Predominately Program Coordinator Professionals - Male

COSROW Press Release: Systemic Stress among Church Lay Professionals

Table 2. Most Frequently Mentioned Suggestions

For Annual Conference:

- o Value laity in ministry as much as clergy.
- o Provide salary guidelines on hours, education, and workload.
- o Provide compensation (credit union, health insurance, pension, etc) / advocacy that does not discriminate against non-clergy.

For Senior Pastor:

- o Work together (as equals) more effectively (team ministry, team building), etc and not use the Church Lay Professional as a "clean-up" person.
- o Be an advocate for (support, endorse, etc) and recognize the Church Lay Professional's gifts, talents, etc.
- o Hold regular staff meetings, more openness, and communication.

For Staff Relations Committees:

- o Continual evaluation / supervision, open communications with praise and not just criticism, checking in on occasion and know clarify job description.
- o Run interference with the congregation. It is their job to tell the congregation the job. Be peacemakers. Be advocates.
- o Provide adequate salary compensation.

COSROW Survey: Summary Ratings and Comments by Question

Summary Ratings and Comments by Question

NOTE: SCALES: The mean score for Program ministries (including administrators) = P and the mean score for Music ministries = M. The underlined portion indicates +/- 1 standard deviation from the mean for the entire group.

CODES: GENDER-YEARS IN MINISTRY (0-5=A; 6-10=B; 11-15=C; 16-20=D; >20=E; S = Suppression of identifying information to protect respondent; X = Missing Information).

These comments include all that offered insight to the specific number response.

Strongly
Agree

Strongly
Disagree

1....|....2....|....3....|P..M....|....5

Q01. I have sufficient input in the choice of my church/charge's appointment (clergy) through the consultation process.

1....|....P...M|....3....|....4....|....5

Q02. I am in control regarding my career.

F-E In control in that I can look for another job-yes! In control, in the local church position, not really, what do I control? This is what I do, I have nowhere to go, not in the sense of clergy who can go to bigger churches with larger salaries. The "glass" ceiling is VERY low with lay persons. Look at the range of church salary for a career for clergy - small, low salary to an option of moving up. My lifetime salary range (& other lay professionals) will probably not be more than \$10,000 above my starting salary.

F-B Yes, except in compensation.

1....|....2....|....3P..M|....4....|....5

Q03. The Cabinet has shown adequate concern for the unique needs of the Church and myself, and I trust them to make wise choices in the appointment process.

1....|....2....|....3....|P..M4....|....5

Q04. The Conference and the Church take into account my needs for adequate compensation and housing.

F-B Yes, except in compensation.

F-C Conference takes little of this into account. Local church does better.

1....|....2....|....3....|P..4M....|....5

Q05. The pension system is adequate and what I will receive when I retire will be sufficient.

S-S As part-time employees, I have no retirement benefits.

F-B I have none.

M-B No pension.

F-B I have no pension as a part-time worker.

F-E Part-time employee for many consecutive years (20/wk). Have NO benefits, except spiritually.

1....|....2....|....3P..|....M....|....5

Q06. My salary is adequate based upon my professional training and qualifications.

F-B No accounting for years of experience.

F-B Not set by conference guidelines.

COSROW Survey: Summary Ratings and Comments by Question

1... | ...2... | ..P.3... | M...4... | ...5 Q07. The church and the Staff Parish Committee deal fairly with Lay Church Professionals who speak out on controversial issues.

1... | ...2.P.. | ...3..M. | ...4... | ...5 Q08. The church's local lay leadership understands my personal concerns and my family concerns and the Staff Parish Committee gives that proper consideration.

F-A Balancing family and church work.

1... | ...2...P...3M... | ...4... | ...5 Q09. The Staff Parish Committee adequately reflects the sentiments of the congregation when dealing with issues involving me or my position.

1... | ...2... | ...3... | S...4... | ...5 Q10. The Cabinet has been careful to assess and utilize my full potential when considering the appointment of clergy to our church.

1... | ...2..MP | ...3... | ...4... | ...5 Q11. The church does not discriminate on the basis of age, sex, or marital status in the hiring process and staff evaluation process.

1... | ...2... | P..M | ... | ...4... | ...5 Q12. The Staff Parish Committee uses its power wisely in hiring personnel for team ministry.

1... | ...2... | ...3..P.M...4... | ...5 Q13. I feel burdened by the responsibility of sustaining a perfect image to the congregation.

1... | ...2..P. | M...3... | ...4... | ...5 Q14. The church, clergy, and other staff are receptive to new ideas.

F-B Church-no; clergy-yes; staff-yes.

M-A Church-no; clergy-yes; staff-yes.

F-E Not MY ideas.

1... | ...2...P | ...3..M.. | ...4... | ...5 Q15. My family is given proper consideration by the church and Staff Parish Committee.

1... | ...2... | ...3...P | M...4... | ...5 Q16. The Conference is an advocate for Lay Church Professionals when they are caught in difficult situations that they did not create and which are beyond their control.

F-A Conference is advocate of clergy.

F-E The clergy always seems right regardless. Clergy have too much power!

1... | ...2... | ...3..PM | ...4... | ...5 Q17. The Cabinet does an adequate job of matching leadership styles between church and clergy in the appointment process.

F-A At times this is difficult to accomplish, I am sure.

1... | ...2... | ..P.3M... | ...4... | ...5 Q18. My job security is potentially threatened with each new appointment.

F-B I feel this is possible, but I have been fortunate not to have experienced this.

COSROW Survey: Summary Ratings and Comments by Question

1...|...P2...|...M...|...4...|...5

Q19. I personally have an adequate relationship with the Staff Parish Committee and fair access to that committee.

F-C Here, yes. My last church-definitely not. They were secretive, deceptive, and unfair.

1...|...2...P...|...M3...|...4...|...5

Q20. I am adequately represented to the Staff Parish COmmittee and congregation when the pastor(s) discusses by situation in my absence.

F-B Don't know!

1...|...2...|...3...M...|...P...|...|...5

Q21. I feel tension and stress between myself and the ordained clergy.

F-E Depends on whether we agree on goals of church and process. It is OK right now.

F-C Here, no. My last church, the minister was a dictator and very "slick".

1...|...2...P|M...3...|...4...|...5

Q22. The church sees the positions of Lay Church Professionals as somewhat expendable, a luxury dependent on the affluence of the congregation.

F-C In my situation, I disagree; however, across conference, I agree.

1...|...2...|...S3...|...4...|...5

Q23. I am given less respect than the clergy by the congregation.

1...|...2...|...MP3...|...4...|...5

Q24. The congregation misuses my availability.

1...|...2...|...3..MP|...4...|...5

Q25. The Staff Parish Committee sees and treats men and women staff members differently.

1...|...2...|...3..MP|...4...|...5

Q26. I often find myself in the middle between clergy and the congregation.

F-B I've been fortunate. This has happened occasionally but I have worked with some wonderful clergy and strive to be always supportive. Therefore, people don't want to take to me about their frustrations.

1...|...2...M.P.3...|...4...|...5

Q27. I have equal access to support staff.

1...|...2...|...P.M...|...4...|...5

Q28. Unclear job expectations and/or unclear priorities on the part of the church often creates stress for me.

F-E If the church has not sense of vision-how can I help them get there?

F-A They are unclear, but that is not what causes stress.

1...|...2...|...M...|...P...4...|...5

Q29. I have some sense of anger toward clergy over perceived inequities.

F-B Not towards clergy-but towards the system.

1...|...2...|...3..S...|...4...|...5

Q30. The lack of clear role definitions and/or position descriptions leads to problems when I am being evaluated on my job performance.

COSROW Survey: Summary Ratings and Comments by Question

F-C Not in this church, but in my last church, it was a problem because the SPC rewrote my job description after 6 years without consulting me.

F-C Lack of role definitions in ALL staff positions.

F-A No evaluation process.

1....|...2....P...M3....|...4....|...5

Q31. The church is mindful of my private life needs.

1....|...2....|...P3..M..|...4....|...5

Q32. Married and single Lay Church Professionals are treated differently.

1....|...2....|...P.3....M....4....|...5

Q33. The Staff Parish Committee adequately interprets my position to the congregation.

F-B Don't know!

1....|...2.P.M|...3....|...4....|...5

Q34. I often feel pulled in many directions limiting my effectiveness.

1....|...2....|...P..M..|...4....|...5

Q35. We have an adequate process within the multiple staff for communicating and working through conflicts.

X-X Not always the case, however, it depends on clergy comfort with conflict resolution.

1....|...2....|...3....|...4....|P.M.5

Q36. I have experienced sexual abuse from a clergy or other church lay professional.

M-A But I have witnessed harassment of another staff member.

F-C Physical abuse--I have come home with bruises all over my arms.

1....|...2....|...3....|...4P...M....5

Q37. I have experienced sexual harassment from a clergy or other church lay professional.

1....|...2.M..|...3..P..|...4....|...5

Q38. I have experienced power abuse from a clergy or other church lay professional.

39. Please circle the numbers (1 to 35) of the 5 most important sources of stress as a Lay Church Professional.

F-A My primary concerns are not addressed here except the security issue.

F-C I really don't have that much stress.

F-A Recruiting volunteers is the only really stressful part of my position, but it also has its rewards.

F-A I feel little stress. Naturally, there are sometimes deadlines and busy seasons during which I feel stress. My stress comes from balancing my time as an employee, wife, minister's spouse, active church member (at my spouse's church), and other daily duties.

43. Do you have a clear job description that is written out and understood by the Staff Parish Committee?

F-D Written out (yes); understood (maybe)

M-A Yes though not updated in 3.5 years

F-E Written (yes); understood (no)

M-E The language is clear--it is not understood and followed by SPC.

F-A It could use some clarification/refining.

F-B Yes, however, it doesn't apply to all the things I currently do.

COSROW Survey: Summary Ratings and Comments by Question

- F-A Written, but not clear or all inclusive.
- F-B It isn't as clear as it could be or understood.
- F-C Somewhat, could be improved.
- F-A Yes, but it is not very specific.
- M-B Job responsibilities are very broad (too many expectations) and not really prioritized.
- F-A Senior minister seems to forget about it quite frequently.
- F-E I have had to write it-at least 3 times for each new SPC.
- F-A I do, rest of staff no.
- F-C Yes, it was always ignored and often used against me.

44. Who do you believe has the most influence on evaluating your job performance and your benefits package?

- F-C Senior pastor-job performance; SPC-benefits.
- F-C Senior pastor-job performance; SPC-benefits.
- F-A SPC, however, the senior pastor has also been my advocate with the committee.
- M-A Negative people with LOUD voices.
- F-C I would like to think SPC but, in reality, it is the senior minister.
- F-A Senior pastor-job performance; SPC-benefits.

45. Average hours worked per week.

- F-B Work 40 but paid as half-hire position.
- F-A Work around 25 hours per week, some weeks 40 or more, however, I am paid for 20.
- F-A Work 50 but paid for 20.

COSROW SURVEY: Suggestions for Reducing Stress

CODES: GENDER-YEARS IN MINISTRY (0-5=A; 6-10=B; 11-15=C; 16-20=D; >20=E; S = Suppression of identifying information to protect respondent; X = Missing Information).

What One Thing Could the Conference Do to Reduce Your Stress?

PREDOMINANTLY MUSIC MINISTRIES:

- M-A Address a congregation's ministry needs before addressing clergy salary needs in making appointments.
- F-E Consider the leadership, vision and gifts and graces of church, clergy and staff before making appointments.
- M-B Clergy and Lay Professionals should be more equal.
- M-E Redefine the status of all facets of church music to be on a par with church education programs.
- F-B Create salary guidelines based on hours worked, number of choirs a person directs and education level achieved.
- M-E Be a stronger public advocate of adequate compensation of Diaconal Ministers.
- F-C Educate Staff-Parish Committees!
- F-C Encourage churches to stop employing "part-time" personnel to full time jobs. There is much turnover when support staff are hired to jobs that are larger than they are told when hired. Many quit saying they need more time with their families. What they should say is that they are being over-welcomed by the job demands.
- M-E Become aware of more churches strong, quality lay employee professional contributions (i.e. music and its influence on the church and community) and make appointments of clergy who are not threatened by that or any other strong existing program of which the clergy had no hand in developing. As well, provide an adequate optional retirement program for lay professionals.
- F-E Train pastors to understand lay professionals.
- F-C Meet with me (and entire program staff) to have input in pastor appointments.
- M-B Affirm my partnership with the pastor as one of the leadership team.
- X-X Support and value these positions by providing Staff-Parish Committees with guidelines and information as to importance of ministries involved - financially, professionalism, etc - not just written material - it gets lost. Personal representation and discussion of ways to evaluate, encourage, support these folks!
- M-E I've never gone to a conference.
- F-C Affirm those who are serving as Diaconal/Certified lay professionals by presenting good models of those church who value their lay professionals and treat them accordingly.
- F-E Music ministry should be given a more important role in the total programs of the church. The conference should be more concerned as to the training and to who is responsible for the music ministry in every congregation. The clergy should be given more training in the importance of music ministry and each should be able to sing in order to lead the congregation. The Conference Board should consider placing more importance on Music Ministry. It should increase membership tremendously. The Presbyterians in our area have found this out. They are growing fast.
- F-E ~~Recommend that seminaries prepare ministers for better STAFF relationships and that part-time workers be treated and respected as professional, when they're qualified.~~

PREDOMINANTLY PROGRAM MINISTRIES:

- F-D Begin to value laity as much as clergy. Find ways to enhance communication and reduce conflict among parties of "unequal" positions. Provide compensation for clergy and laity that does not discriminate against the non-pastor. Do not tolerate any sexual harassment.
- F-C At least at the District Superintendent level, include professional staff in the consultation process when making pastoral appointments.
- M-B Push to make pensions available to lay employees even if just 1 in the church. Dental coverage (for check-ups, cleaning). Continue/increase support for Christian Educators Fellowship - this group has

COSROW SURVEY: Suggestions for Reducing Stress

- often been my salvation - a safe place to talk about many things (local area support groups).
- M-B Help Staff Parish Committees with job descriptions and staff evaluations.
 - F-E Consider the value of lay professions, support them, recognize them, and consider their role in a church when making appointments.
 - M-A Better communication to non-clergy staff.
 - M-A Provide a handbook with information to lay professionals including addressing issues on security, long term security, and Conference expectations.
 - F-B Perhaps begin to make "policy" or recommendations for salary "equality" using minimum salary for clergy, factoring into consideration housing allowance, travel allowance, etc. This would give Staff Parish Committees something to work with.
 - M-B Set up some guidelines for the churches.
 - F-B Require fair, equitable and sufficient compensation based on skills, educational level, experience and clergy salaries.
 - F-C Encourage and recommend adequate benefits in terms of health, dental, pensions, housing, salary, vacation, etc. Not only adequate but, when skills, experience and education are equivalent, equal benefits.
 - F-E Help to interpret that church lay professionals have a place in ministry, that their calling is valid and that there is enough need in the church and the world for all of us to have a place in ministry. There is so much jealousy and lack of trust. I believe that this interpretation begins with the Bishop whom I have found not to be very understanding or caring - not even a willingness to see that justice and fairness prevail. This interpretive process should continue with the cabinet, etc.
 - F-B Teach clergy how to interact with staff rather than being apart from staff.
 - F-D Give appointments, as they do for clergy, moving every so often helps to reduce the stress because you have the chance to work with different people.
 - F-C Affirm and recognize our talent and training as educators and program directors rather than appointing ordained clergy (especially women) as associates with the expectation that they will fill that role. Our profession will soon become extinct because the conference does not recognize the value of trained lay persons in the area of education. Churches will suffer when they no longer can provide a strong education program.
 - F-B Mandate training and skill development for pastors working with multiple staff. Raise the level of awareness and the integrity of lay professionals by intentionally making them and their positions more visible and by attributing more importance to them with the hierarchy.
 - F-A The Conference is doing an excellent job by having Rev. Steve Wells available for our needs. He is extremely helpful and willing to come to our church as needed. Wonderful resource!!
 - M-E Give guidelines for Staff Parish Committee to use when evaluating staff and setting salaries.
 - F-B Better training for Staff-Parish Committees.
 - F-A Emphasize the importance of a strong youth ministry in the church and provide more resources for the church's youth workers.
 - M-B Provide and insist pastors with multiple staff attend workshops dealing with staff relations and management.
 - M-B Take skills, interests, personality types, experience, etc, of church program staff into account when making clergy appointments.
 - F-B Make the Credit Union available to Church Lay Professionals.
 - M-B Could be as much an advocate for lay professionals as it is for ordained clergy.
 - F-A Provide insurance and pension. I have neither. My church doesn't provide either, and I can't afford either.
 - F-B Value Directors of Christian Education, Diaconal Ministers, and other church professionals.
 - F-A Set standards for income/salary/benefits.
 - F-C Because I am neither ordained or diaconal I am not in the system at all. I am part of the retirement program. However, I feel the conference does not consider my needs. Consider changing the steps to diaconal ministry.
 - M-A Hold conferences/retreats - multiple staff ministry and bring in seminary professor to take classes in conflict management, communications, team work.
 - F-C Give senior pastors more training in working in a multi-staff situation.
 - F-A Have benefits for paid staff: 1. Retirement; 2. Hospitalization; 3. Spell out sick leave.

COSROW SURVEY: Suggestions for Reducing Stress

- F-B It would be of great benefit if there were some specific guidelines or qualification table that could be given to the various churches seeking Lay Professionals that would deal with degree, work experience with regard to pay scale rather than the church hiring based on money in the pot.
- F-A Allow church staff more input in choosing new pastors - not in the actual appointment, but in describing what needs the new pastor must be ready to meet.
- F-A Print comparative salary listing and job descriptions for use at various churches.
- F-A More training and special funds to help struggling churches grow.
- F-B Personal contact with me. A conversation with a conference level person regarding concerns.
- F-B Be supportive to the Conference CEF group - which is a great support to me. Maybe offer funding for supportive education (stress management, dealing with conflict, etc.)
- F-E Changes in the DISCIPLINE that would provide clearer responsibilities to the Cabinet for their relationship to church lay professionals - especially Diaconal and certified - worship/training on how to fulfill those responsibilities.

MINISTRY ORIENTATION UNDETERMINED:

- X-X The Conference needs to be more aware and sensitive in making clergy appointments. As a long time church employee I have worked with many fine ministers. In the recent past however, that has not been the case. The Conference needs to be better at making a good match between minister and church (e.g., A large, formal, dignified church clergy of that mindset, background and ability). Also, the conference needs to weed out those ministers who do not have the where-with-all to function effectively. Do all of the conference church members a favor by getting the inept out of the ministry where they can't damage churches and people. Do away with the "good old boy" system of protecting ministers and kicking them upstairs when they are incompetent.
- X-X Bridge the gap between Diaconal Ministry and Ordained - one way is on a Health Care Program.
- X-X Emphasize Christian attitudes among lay professionals.
- F-C Educate Staff-Parish committees and the clergy about the role of Directors of Christian Education and how to be honest and open with them.
- F-D Have a better and more effective way of handling sex offenders in the clergy. The Conference, District and Local Church seem to want to sweep things under the rug.
- X-X Offer support groups (stress management) in the immediate area for church musicians.
- F-X Portray lay ministry as being important also for churches, we're not "little clergy" but lay people who are in ministry.
- X-X Pay some attention to lay professionals.
- F-E Make an avenue of communication directly to lay employees about their concerns. As it is in the Discipline our only direct access to the Conference level is our local District Superintendent but are not allowed to meet with him/her without clergy being present. My various District Superintendents have NEVER called or contacted me and I'm not allowed to contact them.
- X-X Set minimum standards for salaries based on education and experience.
- F-A Provide adequate training for Staff-Parish Committees on such issues as benefits, conflict resolution, multiple staff. I often felt the Staff Parish was uneducated and simply handled all matters as any "business" would. Staff Parish should not be afraid to challenge staff members when job duties are not being performed.

COSROW SURVEY: Suggestions for Reducing Stress

What One Thing Could Your Senior Pastor Do to Reduce Your Stress?

PREDOMINANTLY MUSIC MINISTRIES:

- M-A Trust me to do my job.
- F-E Recognize my gifts and talent, graces and warts and allow me to do the job I need to do, finding ways for us to mesh and bold together our roles to help each other enable the church to move forward.
- M-E Make sure that what he says to me about me to my face is the same thing he says about me to all others.
- F-B Speak to me honestly and not talk with a hidden agenda.
- M-E Advocate a balance between my personal life needs and the church's expectations.
- F-C My senior pastor could not be more supportive and understanding.
- F-E No problem-great working relationship.
- F-C Be an advocate for improving all employee positions in the church. (Noted that almost all full time positions are filled by males and all part time positions are filled by females.)
- F-C Stop trying to do my job.
- M-E Put in as many hours as the Lay Staff and plan, coordinate and execute in a timely fashion.
- F-E Treat me as a professional instead of his subordinate.
- F-C Plan worship farther in advance.
- M-B Affirm my partnership with the pastor as one of a leadership team.
- X-X In the past - learn to value other ministry personnel and not run away from conflict or assume other staff personnel will "just do it".
- F-E Communicate regularly.
- M-E Support and endorse my job position and broadcast his confidence in my ability to do it.
- F-C Be a strong advocate of certified professionals and Diaconal Ministry. Interpret how the church benefits from having them as staff members.
- F-E Have staff meetings! Plan in advance. Communicate as to what is being planned. Communication is the one thing!
- F-E Treat me as a professional and accept my ideas and suggestions (when warranted); and, allow me to be on the church's COMs.

PREDOMINANTLY PROGRAM MINISTRIES:

- F-C Honor staff meetings.
- F-B Be open to teaching a class at least once a year.
- F-B Be more vocal in expectations and appreciation. I often wonder if he knows what I do.
- F-E Provide stronger leadership in enabling a "self-Managed" team--learn to lead NOT in a dictatorial or laissez-faire way-but in between.
- F-A Be specific in his expectations of what he wants me to do vs. blowing up when I do something that he doesn't want.
- F-A He is great!
- F-B Nothing more. He is very supportive of me and my ministry.
- M-A Play by the "rules," both in the UMC and as they are outlined in the scripture for pastors.
- F-B Provide feedback on job performance.
- F-B Deal with his power/self-esteem issues so that he stops the sexual harassment and power issues.
- F-A Share his vision for THIS church; give clear direction.
- F-B STOP passing the buck!!!! I.E. place most of planning and teaching confirmation to Director of Christian Education (DCE); needs to have Senior Pastor with RESPONSIBILITY and SUPPORT from DCE.
- F-E Listen.
- F-B Slow down - look at the whole - let me do my job and he his job rather than trying to help all the time.
- F-D Carry more of the load, but, I do know they have their own also. Give support.

COSROW SURVEY: Suggestions for Reducing Stress

- F-C This person is very appreciative of my efforts, considerate of my needs and upholds and affirms me to the congregation. I wouldn't change much except as a very organized person, there are times I would rather he not be quite so impulsive.
- F-A Understanding and support already in place.
- F-B Seek out training on how to work with staff. Allow staff to take our own issues directly to the Staff Parish Committee. Become less defensive about lay staff members.
- F-A Give guidance as to what he would like done with the youth in the church.
- M-E Treat me more like an equal and stand up for me with the Staff Parish Committee.
- F-B Senior pastor is new and is very conscientious of staff and stress.
- F-A Insist on more availability from the support staff for administrative work - I spent the majority of my time producing flyers and schedules.
- M-B Hold regular staff meetings. Not pit one staff against another. Have the guts to handle a staff problem rather than just discuss it with the other staff. Be organized.
- M-B Adopt the attitude that we are in ministry together as co-workers. Treat me as a co-worker, not a subordinate.
- F-B Review job description periodically at staff meetings.
- M-B Be a real advocate.
- F-A Not be threatened by my competence (or to deal with it in a healthy way). Not take over worship leadership by interrupting me when I am leading worship. Follow my written, approved job description.
- F-B Strive for a partner ministry based on strengths, weaknesses and mutual value.
- F-C I have been blessed with wonderful senior pastors who do not feel threatened, therefore we have worked and communicated very well together.
- F-A Regular staff meetings would be helpful.
- M-A Clearly define my role and utilize my strengths.
- F-A Our senior pastor is very supportive and easy to work with.
- F-C Help Staff Parish Committee work towards having a better sense of the type of staff that is needed to meet what they are called to do and how to go about hiring such a staff.
- F-B "Plug into" and be more available in the areas to which I'm responsible, rather than mine/yours philosophy.
- F-A Help assess and establish a clearly defined job description.
- F-A Schedule more staff meetings.
- F-A Be better organized at our meetings, which does not mean more detailed. He could remember what we discussed in meetings!
- F-A Hire another staff person to provide leadership in music ministry and children.
- F-A Clearer delegation of responsibilities for multiple staff.
- F-B Personal contact regarding concerns -- an occasional conversation on what is going well and what is not.
- F-A Treat me as a professional and not as a "clean up person". I always felt taken for granted and experienced power abuse by being ordered what to do. We never held staff meetings which caused a lack of cohesiveness among multiple staff. Pastor is too busy for another meeting.
- F-B He is great - he listens and is willing to offer support. My position is a new one for the church and he really went to bat for it this year when budget cuts made it difficult for the church to see a way to keep me.
- F-C Plan ahead. Be more organized. Manage secretarial and support staff. Be more available to church members so they feel comfortable with him as well as me.
- F-B Current pastor is easy to work with. He has standards for worship services with which I agree and is generally interested and understanding.
- F-E Training on "how to" provide leadership to the ministerial team - perhaps a model on what that would look like.

PREDOMINANT MINISTRY UNSPECIFIED:

- S-S Be aware of the size, type, and style of the church, and not try to enforce radical change. This all goes back to matching the minister with the church and its history, effectiveness, style, etc. Ministers sometimes, although not all the time, try to force their style upon a given church whether

COSROW SURVEY: Suggestions for Reducing Stress

- it fits or not. Ministry is not a power and ego trip!
- X-X Aware of more ways to lift up importance of lay ministry.
 - X-X Do not let certain lay people dominate things.
 - F-C My present senior pastor is wonderful!
 - F-D Move.
 - X-X She is doing all in her power.
 - F-X Not feel threatened and intimidated. Participate in "team building" programs or "multi-staff program" training.
 - X-X Respect my job title and not treat me as a substitute secretary.
 - X-X Provide even more openness and communication.
 - F-E Have adequate training in liturgy and worship - or at least take this part of his work seriously. Stand up for the staff as an advocate for salaries, benefits, and creative plans. Talk less about themselves in "our" working meetings. Most clergy I know could use a good pastoral counselor and this should be encouraged - even mandated so the staff does not supply this role.

What One Thing Could Your Staff Parish Committee (SPC) Do to Reduce Your Stress?

PREDOMINANTLY MUSIC MINISTRIES:

- M-A More consistent contact during the year, rather than just at "salary time."
- M-E Respect and value me and what I do, as equal but different in ways, in the same manner they do the ordained clergy and interpret that to the church.
- M-B Hire an assistant.
- F-X Make everyone aware of my job description.
- F-B When I speak to them they all agree that I have legitimate concerns, but when they meet as a committee, their solution is so watered down or changed that it doesn't solve anything.
- M-E Reduce stressed workload expectation by adding support staff.
- F-C The committee could be more visionary in their thinking. Our SPC thinks only in terms of dollars and cents and immediate crises. We need more long term planning.
- F-E No problem - clear guidelines and open communications.
- F-C I have not met with this committee since I was hired. It is essentially a Pastor/Parish Committee despite the name at my current church. They have been supportive of my request of additional professional staff in my department. The one thing they could do to reduce almost ALL my stress is to hire a secretary for the Music Ministry.
- F-C Make my position full-time.
- M-E SPC continues to be aware and supportive of all staff members.
- F-E Treat me as a professional with adequate payment for my degree and amount of work.
- F-C Implement a comprehensive benefits package including pension, health care, disability, etc.
- F-B Affirm my PARTNERSHIP with the pastor as one of the leadership team.
- F-E Adequately compensate me for the time and energy involved as well as the many years of experience.
- M-E Get a clear job description and publicize it.
- F-B Be more clear about my role / job and seek me out as to how they could help me rather than to wait for me to go to them.
- F-C Become more aware of the role of diaconal ministry / certification in the life of the church and affirm the role of those who have achieved this status in the United Methodist Church. At this point they resent the disciplinary salary / benefit requirement - even though the music ministry is thriving - they just don't get it that this is happening in large part because I am Diaconal and Certified. They also resent any comparison of my diaconal call to the ordained call. I was asked by one of the pastors what was the difference in my call and that of the church secretary. My reply - "The secretaries are saints - I can't claim that!: The SPC insists on calling me Director of Music rather than Diaconal Director of Music. I can live with this, but why?"

COSROW SURVEY: Suggestions for Reducing Stress

- F-E Meet with me at least once a year to discuss any concerns that anyone might wish to discuss. Assign one person from the committee to be my liaison to the committee. Be sure there is at least one member of the committee that has participated and has knowledge of the music ministry and what is involved.
- F-E Increase in salary; insurance package; pension package. I have none of these.
- F-B Have a better understanding of my job, hopes, etc. I have never spoken to the committee as a whole and I feel their knowledge of my work is only what they observe on Sunday mornings. It would make me feel better and perhaps strengthen our music program if they seemed to be interested.
- F-E This is difficult to answer. This committee is usually so hand picked by the minister that conflicts are not easily resolved. They don't want to know about problems.

PREDOMINANTLY PROGRAM MINISTRIES:

- F-C Understand, fully, that their role includes my position.
- F-B My SPC contact could spend a little more time with me. To know me better and job demands.
- F-B Run interference with congregation. I'm constantly told to "be tough, them its not your job." It's not my responsibility to tell the congregation my job, it is the SPC's job.
- F-E Be more aware of the inequities they have created between ordained and diaconal staff.
- F-A Continue a supervisory role, checking in to see how things are going, clarifying my job description.
- F-A Keep members from discussing issues outside of the committee meetings.
- F-A They are great. I would be happy to accept a larger salary.
- M-E Act more like an advocate for progress and service to congregation and less like a "nobody wants this" veto group.
- M-A Do their job as go between - being advocates, peace makers, and sometimes disciplinarians (i.e., holding ALL staff accountable).
- F-B Provide adequate financial compensation. If I was not married, I could not support myself on this salary, which, by the way, is probably above the average salary across the conference of people in positions such as mine.
- F-B Deal with the situation in a more open way with me and not protect the senior minister so much. Keep me more informed as events happen.
- F-C My present SPC is doing a good job. In the past, lack of clear and EARLY communication with attempts to resolve conflicts would have been helpful.
- F-B Develop set procedures - either by means of merit, or years of employment - to determine salary increases for staff. There is no clear scale to judge performance.
- F-E Acquaint themselves with the job description and maintain a way of continuing evaluation rather than a hurried, once a year attempt.
- F-C Hire more staff, enlarge the building, provide a travel allowance and vehicle and provide insurance.
- F-B Get to know what it is I do, really do and meet with me on a regular basis to be able to understand my needs.
- F-D Give support.
- F-C They don't keep in touch closely enough to really have a clear understanding of my role. However, they could not be more affirming concerning the quality of my work.
- F-A Outstanding support already in place.
- ~~F-B Intentionally and continually interpret my position to the congregation.~~
- M-E Increase my salary to match my 20 years experience and training.
- F-B Better communication with staff and knowledge of the importance of quality, trained lay professionals. Should require continuing education of lay professionals.
- F-A Emphasize the need for VOLUNTEER youth workers to help with the church's youth ministry - counselors for UMYF, Sunday School teachers, etc.
- M-B Meet with me without pastor present.
- M-B Maintain a working relationship with the entire staff, not just the senior pastor.
- F-B I work with the SPC that is superb and does everything possible to reduce stress among staff members.
- M-B Stay in communication, giving praise when due and just criticism.
- F-A Pay me by the hour instead of \$__K per year.

COSROW SURVEY: Suggestions for Reducing Stress

- F-B Regularly interpret position to congregation, utilize personal appreciation and support.
- F-A Be more definitive in dealing with staff conflicts, job roles and expectations.
- F-C Communicate on a regular basis. Have annual evaluations.
- F-A The SPC has been my advocate for improved pay and increased vacation continuing education time. The members provide support in anyway they can. I have no requests for this group as far as reducing stress in my life.
- M-A Utilize my strengths!
- F-A Communicate any needs or desires they have to the entire staff.
- F-C Hire staff that is called to carry out the work of the church and its TRAINED to do that work.
- F-A Stand up stronger to the board concerning staff.
- F-A Establish clearly defined job description and evaluation process.
- F-A Lobby for salaries that are more competitive with the business community.
- F-A Let me know what my responsibilities are.
- F-A Support the new staff position - take a risk - make all staff accountable for their jobs - help staff work WITH the minister, not against him.
- F-A Clearer delegation of responsibilities for multiple staff.
- F-B Help dispel or be open to rumors.
- F-E More dialogue about salary, pension, working conditions, etc. Continually create a safe environment for needs and concerns to be expressed.

PREDOMINANT MINISTRY UNSPECIFIED:

- S-S Being open to discussion. Although not a critical problem, the lay employees at the church that I serve are not encouraged to have any input into much of anything. At one time, the lay employees were allowed to speak to the SPC in private as to how things were going, etc. That is not allowed or encouraged anymore.
- X-X Better communication skills; closer relationship.
- F-C My present SPC is great; however, I never know when my job might be terminated due to lack of money to pay my salary.
- F-D See that the minister is held accountable for his actions of sexual abuse.
- X-X Provide assurance that they are my advocate to the congregation.
- F-X Learn what their role and responsibilities are to the lay professional who works and/or attends their church.
- X-X Financially compensate the staff for their work!
- X-X This group is and has been very open for many years.
- F-E Communicate directly with each lay employee. My lay staff has always discussed the problem of the United Methodist setup - we are not insulated from congregation or clergy like the clergy is with SPC. We do not have real access to problem solving so we are not feeling supported by our employer or church. We are not given benefits - nothing for lay workers is mandated by the Conference so it doesn't happen.
- X-X Follow up on recommendations, requests made by the lay professional. More contact with staff - that would provide them with more familiarity with areas of responsibilities and challenges. Review and evaluate then inform of salary increase/decrease BEFORE the Administrative Board and congregation are informed. Common courtesy often lacking - we all need positive reinforcement!
- F-A ~~Keep the Senior Pastor in check and not let him shirk his duties onto staff members, so he could play golf!~~ Especially during office hours. SPC tends to "look the other way," letting the highest paid staff member - the pastor - do the least amount of church administration and office time. Some pastors are setting their own agendas and the work of the church is not the top priority. SPC needs to also hire competent qualified people not "relatives" to fill administrative positions.

COSROW Study: Equitable Salary /Benefit Analysis

Equitable Salary/Benefit Analysis

Findings from the current survey indicate we must find more equitable ways to provide salary and benefits to our church lay professionals. The following presents one solution, using one of the frequently-mentioned suggestions in the current survey; that is, use a compensation package formula that is based upon education and experience.

Considerations in designing the model:

- o What kind of experience should be considered? In the current model, two credits are awarded for each year of specialized education beyond the bachelors level, one credit for certification in one's field of specialization, and one credit for each "full-time" year of experience in the field of their ministry. As an example, a person working 30 hours per week for 20 years would be given 15 $(30/40*20)$ "full-time" years of experience.
- o What is a "full-time" equivalent? Although, many professionals work far more than what appears in the official contract, this model uses the number of contract hours as the basis for determining the "full-time" (40 hrs/wk) percentage (Many part-timers do not know how many hours they are to work).
- o What should be included in the Annual Benefit Package? The current model includes salary, housing allowances, and any other benefit (except travel reimbursement) paid by the local church or granted as a benefit (permitting a portion of the salary to be excluded for purposes of IRS (figured at 28% tax bracket in the current example)). In the case of a parsonage, the benefit is calculated at the fair market rental value.

CRITIQUE:

- o The model does not recognize merit and performance. More education, certifications, and work experience do not necessarily mean better on the job performance. In addition, 20 years of work experience may not be any better than 10 years of work experience.
- o Some will argue that all staff are treated equally already. Many Staff Parish Committees use the cost of living/merit recommendations provided by the District Superintendent and distribute the increases equitably among the staff. However, this fails to consider the fact that clergy receive a significant portion of their career salary boosts when they move to new churches. This portion of the merit is not available to the church lay professionals unless they leave the church. Further, it fails to account for the initial inequities in the compensation package that tends to favor clergy over laity.
- o It is difficult to determine "full-time" equivalent credits and relevant certification. In the interviews I conducted, it was clear that the relevance of past experience was in the eye's of the beholder. In this case study, only elder and diaconal certification is counted; however, for some jobs, other certifications may be just as relevant.
- o It is not possible to change the benefit package for clergy. It is the purpose of this model to illustrate the extent of the benefit problem as it relates to "team ministry" rather than to suggest a solution.

COSROW Study: Equitable Salary /Benefit Analysis

Case Study: One United Methodist Church in our Conference

The following table summarizes the salary benefit package for the four main church professionals at a church in our conference. The analyst has confirmed these data with the church and conference staff, Journal, and church budget. Credits were determined after individual interviews with each church professional. Like most churches, this church has attempted to be fair and generous within the constraints of its budget and obligations. The professionals are in the following columns: 1 = pastor; 2 = program coordinator; 3 = music director; and 4 = organist.

The salary benefit is approximately \$72,000 although the total benefits package is just under \$100,000. For the pastor, the benefits are 64% of total salary; for the three church lay professionals, the benefits are just under 8% (the current social security tax) of total salary.

The "CURRENT PAYMENT FOR EACH YEAR OF EXPERIENCE" measures how much compensation the person receives for each experience credit. The pastor receives \$1,040 for each credit over and above the minimum salary;¹ on the other end of the continuum, the organist with 6 credits is being penalized by \$550 for each credit because her salary isn't even up to the minimum salary (full-time equivalent salary of \$14,600).

The "COMPENSATION IF ADJUSTED TO CLERGY'S FOR EXPERIENCE" measures the adjustments that would need to be made to bring all church professionals up to the level of the pastor's. In the case of this church, that would mean bringing all professionals up to the minimum salary as a starting point and then awarding \$1,040 for each experience credit. This is, of course, adjusted to reflect the part-time status of each of the three church lay professionals. To make this adjustment, the church would need to increase the total salary and benefit package by over \$40,000 each year. The biggest adjustment would go to the music director whose salary (including social security) would increase 477%.

The "COMPENSATION IF TOTAL COMPENSATION DIVIDED EQUITABLY BASED UPON EXPERIENCE" measures the adjustments to be made if the church decided they could not afford more personnel expenditures but wanted to award all personnel based upon experience credits. In this case, the pastor's compensation package would decrease by \$18,000 and the program director's by \$3,900 to enable the proper adjustments (increases) to be made to the other church lay professionals' compensation packages.

The "EQUITABLE HOURS BASED ON SALARY" shows the hours persons should work to be compensated at an equitable professional rate according to the current salary they receive.

SUMMARY:

Church Lay Professionals identified the issue of fairness of financial compensation and benefits as one of the key sources of stress in their positions. Many pointed out that both the local church and the Annual Conference provide for the needs of the clergy and do not do so for the laity.

This analysis has examined an alternative way to determine equitable salaries within the context of a local church. Professional education, professional certification, and work experience are the key components of this model.

COSROW Study: Equitable Salary /Benefit Analysis

Although it does not take into consideration such issues as job performance in the final analysis, it is doubtful that the current approaches most churches use provide any serious consideration to this issue either. Certainly this analysis is not without its own set of problems; however, it does help to point out the extent of the problem.

The analysis is applied to one church with a multiple staff and found:

- o The benefit package for the pastor was 64% above salary whereas for the lay church professionals, it was less than 8% above salary;
- o The pastor received 58% more compensation (salary and benefits), based upon the credit formula and beginning minimum salary level, as the next closest lay professional;
- o Two of the lay professionals do not make the full-time equivalent of the minimum salary even with over 26 "full-time" equivalent years of experience;
- o Whereas there is little negotiating room for the benefit package for clergy, given the itinerant system dictated by the Annual Conference, virtually all of the benefit package for most Church Lay Professionals is negotiable given they are in a market-driven employment structure, and;
- o To provide compensation that is on par with that of the pastor, the church would need to increase its total personnel package by over 40%.

If we are to expect our church professionals to be in team ministry, we must begin to take seriously the monetary implications of this expectation. In addition, the church should be setting the standards for fairness for all its professionals rather than supporting one group at the expense of another group.

¹ To determine an equitable base salary for all church professionals, the minimum salary rate for the 1993 year for probationers and associational members for the Virginia Annual Conference was used. Not only does this result in a lower base than if the full connectional minimum salary rate was used, it is a more reasonable base because it places all professionals at the same level before they began their professional training and certification. For the analysis, it was assumed that a person employed as a "full-time" equivalent with no professional education, experience, and certification above the bachelors level should receive this base salary (\$21,956).

² Years Specialized Training (beyond BS) has a credit of 2 per year. The experience/education credits were based upon interviews with each person and information from the Journal.

³ Pastor's compensation equals: Salary + Fair Housing Rental Value (determined by realtor) + Health Insurance (Church Payment * 70% per 1992 Journal) + Pension + Miscellaneous (Utilities (estimated gas) + Education Allowance). Pastor benefits not included in this analysis include: Travel allowance, IRS Parsonage Exclusion, and parsonage upkeep. For all staff, benefits do not include annual and sick leave.

⁴ Equitable Salary Base is "Minimum salary--probationers and associational members." Currently \$21,956.

⁵ Assumes church wants to use the same factor for Church Lay Professionals as for clergy.

⁶ Assumes zero sum in an attempt to arrive at no increase in total church expenditure.

COSROW Study: Equitable Salary /Benefit Analysis

<i>Case Study Worksheet</i>

STAFF:	Clergy 1	-----CLP-----		
	1	2	3	3
Experience/Education Credits:				
Years Specialized Training: ²	5	2	1.5	0
Years Full-time Service:	28	6	20	6
Certification Credit (0,1)	1	0	0	0
TOTAL	39	10	23	6
Annual Benefit Package:				
Base Salary: ³	\$38.2	\$21.4	\$6.6	\$6.1
Housing Allowance (Cash/equivalent):	\$13.2	\$0.0	\$0.0	\$0.0
Insurance (Health and Life):	\$4.6	\$0.0	\$0.0	\$0.0
Pension/Social Security Payment:	\$5.4	\$1.6	\$0.5	\$0.5
Other (Utilities, education, etc):	\$1.2	\$0.0	\$0.0	\$0.0
TOTAL:	\$62.6	\$23.0	\$7.1	\$6.6
Current Paid Hours Per Week:	40	30	18	18
Fulltime Equivalent Total:	\$62.6	\$30.7	\$15.8	\$14.6
Current Total Salary and Benefits:				\$99.4

=====

SALARY AND/OR BENEFITS ADJUSTMENTS NEEDED TO ACHIEVE EQUITY BASED UPON EDUCATION AND EXPERIENCE

STAFF:	Clergy 1	-----CLP-----		
	1	1	2	3
Current Payment for Each Year of Experience (using Equitable Salary Base): ⁴	\$1.04	\$0.66	(\$0.12)	(\$0.55)
Total Benefits if Adjusted to Clergy's for Experience: ⁵	\$62.6	\$26.9	\$33.9	\$16.1
Over Payment:	\$0.0	(\$3.9)	(\$26.8)	(\$9.6)
Total Church Increase:				\$40.2
Total Benefits if Divided Equitably Based upon Experience: ⁶	\$44.6	\$19.2	\$24.1	\$11.5
Over Payment:	\$18.0	\$3.9	(\$17.0)	(\$4.9)
Total Church Increase:				\$0.0
Equitable Hours based on Salary: ⁷	40	15	5	4