

Statement of Employment Policies and Procedures

Friends Meeting of Washington  
of the Religious Society of Friends

Effective Date: **February 2, 2020**

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## **I. Introduction**

This February 2, 2020 *Statement of FMW's Employment Policies and Procedures* replaces the May 16, 2019 and all other previous versions.

Much of the work of the Friends Meeting of Washington (FMW) is carried on by volunteers. Some tasks, however, because of their difficult or special nature, are better placed in the hands of persons employed by the Meeting.

Historically, Friends have been committed to social justice and dealing fairly with others. As an employer, FMW strives to uphold these ideals. Every effort is made to interpret and apply the principles and rules set forth below in the manner of Friends, mindful of the Inner Light which guides us as individuals and as a religious community.

Several aspects of the Meeting organization relate to employment. Ultimate authority for all matters resides in the Meeting itself. Authority and responsibility for personnel decisions has, however, been delegated primarily to the Personnel Committee. The notable exceptions are: 1) the Committee of Clerks, based upon the Personnel Committee's recommendation, determines the hiring and contract renewal of the Administrative Secretary, and 2) the Finance and Stewardship Committee, after receiving the Personnel Committee's recommendations, is the standing committee to which the Meeting has delegated responsibility regarding matters of salaries and other benefits that have direct financial costs to the Meeting.

## **II. The Personnel Committee's Responsibilities**

Working with other committees and the Committee of Clerks, the Personnel Committee is responsible for developing and monitoring employment policies and procedures that apply to all staff employed by the Meeting. The Presiding Clerk serves as an ex officio member. The Committee's duties include: (1) reviewing and commenting on all job descriptions and revised job descriptions prepared by other committees; (2) signing or co-signing all employment contracts; (3) providing advisory assistance on personnel matters to those committees to which employees report; (4) making recommendations to the Meeting's committees regarding activities that may affect the workload of the staff; (5) making recommendations on salaries or hourly compensation rates and employee benefits to the Finance and Stewardship Committee; (6) reviewing and revising of the Meeting's *Statement of Employment Policies and Procedures* as necessary; (7) ongoing evaluation and preparation of an annual written evaluation of the Administrative Secretary; (8) making a recommendation to the Committee of Clerks on the renewal of the Administrative Secretary's employment contract; and, (9) in collaboration with the Committee of Clerks, provide for the supervision of the Administrative Secretary, including providing advisory assistance on personnel matters and office procedures. As such the Personnel Committee maintains a standing agenda item on the Committee of Clerks' periodic meetings to facilitate the supervision of the Administrative Secretary's work.

The Personnel Committee acts as a review committee for an Administrative Secretary hire and recommends one or more candidates for employment to the Committee of Clerks. While acting as a review committee, the size of the Personnel Committee is increased by at least two persons recommended in collaboration with the Nominating Committee and approved by the Meeting for Business.

The Personnel Committee shall designate one of its members to supervise the work of the Administrative Secretary and be available to the Administrative Secretary for counsel:

- On setting priorities for the staff's work from among the competing demands within the Meeting;

- In making decisions which must be made in a timely manner;
- Regarding interpretation of policies established by the Meeting;
- On actions requiring judgment and decisions beyond established policies;
- In finding solutions to problems; and
- On what is occurring in the office work and within the staff.

### **III. Scope of Employment Policies**

The policies and procedures contained herein apply only to individuals hired as wage or salaried employees. Individuals engaged as independent contractors or vendors providing services are not subject to these policies. However, the Personnel Committee will periodically check to assure that the employment status of individuals providing services is consistent with applicable federal and District of Columbia law.

### **IV. Employment Status**

Although Meeting staff members may report to an FMW committee, all persons employed by the Meeting are employees of FMW as an organization. All actions regarding individual employees, including hiring, evaluation and, where necessary, termination are considered to be actions taken by FMW and are not solely the province of the supervising committee<sup>1</sup>, except as where specified otherwise herein.

The Administrative Secretary is hired on an annual contract (see Section VI below). All other persons employed half-time or more hired after 9/24/18 and all persons employed less than half-time, irrespective of the date of their first employment, are hired on an at-will employment basis as defined by applicable federal and District of Columbia law.

### **V. Hiring, Evaluation and Termination of Employment: General**

#### **Hiring**

***Equality/Diversity Statement.*** Equal opportunity and having a diverse staff are fundamental principles of Friends Meeting of Washington and consistent with Quaker values. Employment and promotional opportunities are based upon individual capabilities and qualifications without regard to race, color, gender or gender identity, pregnancy, sexual orientation, age, national origin, marital status, citizenship, disability, veteran status or any other protected characteristic as applicable to FMW under law.

***Written Offer of Employment.*** All employees are hired with a written offer of employment signed or co-signed by the clerk of Personnel or her/his designee.

#### ***Evaluations***

All employees are evaluated in writing at least annually by the Personnel Committee or the supervising committee following procedures approved by the Personnel Committee.

#### ***Termination of Employment***

Procedures for the termination of employment vary by employment type, as specified in Sections VI, VII and VIII, below.

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<sup>1</sup> All committees that have employees that report to them shall designate one or more members as the supervisor(s) of each such employee. For convenience such committees are referenced herein as "supervising committees", although supervision is conducted by a designated member(s).

*Conduct.* Any employee who engages in unethical, illegal or conduct detrimental to the Friends Meeting of Washington may be suspended or terminated immediately. Such conduct refers to personal actions or behaviors that are illegal, unethical, detrimental to the interests of the Friends Meeting of Washington. Conduct that could lead to suspension or discharge includes, but is not limited to, wrongdoing, such as fraud or embezzlement; engaging in illegal activity as an employee; intoxication while performing duties as an employee; violation of the Meeting's Child Safety Policy; or violation of the Meeting's Harassment Policy. Suspension, without pay, for conduct, may be made by the employee's supervisor for conduct or by the Child Safety Committee for violation of the Child Safety Policy. Termination based on conduct, other than violations of Child Safety, will be made jointly by the Personnel Committee and the individual or committee to which the employee reports. Termination for a violation of the Child Safety Policy is the province of the Child Safety Committee. Employees terminated for conduct will not receive any severance pay.

## **VI. The Administrative Secretary**

The Administrative Secretary is employed by the Meeting to provide assistance and office support for the Meeting's committees; assist the activities of weekly Meeting for Worship and monthly Meeting for Business; work cooperatively with the Event and Rental Manager to arrange for the use of the buildings and facilities; manage the Meeting's office collaboratively with the Event and Rental Manager; supervise part-time office staff<sup>2</sup>, as needed; support the Meeting's communications and publications; and provide assistance to visitors and the wider community regarding FMW and Quakerism. (See Appendix A for a detailed job description of the Administrative Secretary position.)

The FMW Administrative Secretary's duties are considered clerical and administrative in nature. Yet, sensitive issues arise frequently in FMW. The Meeting looks for ways to reach out and care for Friends who are experiencing difficulties, such as illness, separation, or divorce. When the Administrative Secretary becomes aware of many of these difficulties she or he engages in quiet and effective outreach, fully sensitive to Friends' wishes for privacy.

### **Qualifications**

The Administrative Secretary of the Friends Meeting of Washington should have demonstrated experience and competence in office practices and management procedures and possess excellent communication and interpersonal relationship skills. He or she should also understand Quaker practice and procedure, manner of conducting business, and of FMW's relationships to the wide range of Friends' organizations.

### **Supervision**

The Administrative Secretary reports to, and is supported by, the Personnel Committee which, in part, serves to supervise her/his work, through a committee member designated as the supervisor, on behalf of, and in collaboration with, the Meeting's Committee of Clerks. As such the Personnel Committee maintains a standing agenda item on the Committee of Clerks' periodic meetings to facilitate the supervision of the Administrative Secretary's work. The Administrative Secretary should not assume any tasks related to committee functions except those specified by policy without consultation with the Personnel Committee and the appropriate committee clerk(s). The Administrative Secretary is responsible for alerting the Personnel Committee of duties a committee has requested that the Secretary believes are not within his/her purview. The Personnel Committee will resolve any such

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<sup>2</sup> "Office staff" refers to individuals who either provide office coverage when the Administrative Secretary is absent or who are hired on an "as needed" basis to support the Administrative Secretary's work. "Event staff" who are present to support event rentals are supervised by the Event and Rental Manager

conflict.

### **Compensatory Time**

Compensatory time may be arranged for only in exceptional circumstances with the prior written approval via paper or digital means of the Personnel Committee. The Administrative Secretary is entitled to compensatory time when required to work outside usual business hours, such as during the Meeting for Business or at evening or weekend committee meetings. Compensatory time is expected to be used within a reasonable time and must be used within two weeks of being earned, after which such accrued time shall expire.

### **Hiring**

The Administrative Secretary is appointed by the Committee of Clerks, upon the Personnel Committee's recommendation. (See Meeting Handbook, Section 7.12 for procedures for hiring a new Administrative Secretary.)

### **Probationary Period**

The Administrative Secretary is in probationary status for three months following hiring. At the end of that period, the Administrative Secretary is evaluated by the Personnel Committee in conjunction with the Committee of Clerks. If the evaluation is satisfactory, the probationary status is removed and employment continues. If the evaluation is unsatisfactory, the employee may be terminated with two weeks' salary, or the probationary period may be extended for a period up to three additional months. While an employee is in probationary status, sick and vacation leave will accrue.

### **Annual Evaluation**

An annual written evaluation of the Administrative Secretary's job performance will be prepared each April by the Personnel Committee. The evaluation will be based in substantial part on comments solicited from the Meeting's Committees and Friends who interact with the Administrative Secretary. The Personnel Committee brings to the Committee of Clerks a recommendation to approve or not continuing the Administrative Secretary in the Meeting's employment and, as appropriate, prepares an annual contract to be signed by the Clerk of the Personnel Committee and the Administrative Secretary for a term ending June 30 of the subsequent year. Appointment or reappointment of the Administrative Secretary will be reported to the Monthly Meeting by the Clerk of the Meeting.

### **Voluntary Resignation**

As a condition of employment, the Administrative Secretary agrees to give at least four weeks' notice prior to resignation.

### **Warning Status**

If the Administrative Secretary's work or deportment becomes unacceptable, the Personnel Committee shall discuss the problem with the Administrative Secretary and a warning status period of up to one month shall be established for improvement. If the performance continues to be unsatisfactory at the conclusion of this period, employment may be terminated for failure to satisfactorily perform.

### **Termination Failure to Satisfactorily Perform**

An Administrative Secretary who is to be terminated failure to satisfactorily perform has a right to a written statement from the Personnel Committee, embodying the reasons for such action, and the further right to present to the Personnel Committee a written or oral statement, or both. The Committee of Clerks will make a final decision. An Administrative Secretary who is terminated for

failure to satisfactorily perform shall receive severance pay based on length of employment as follows: less than 2 full years - two weeks; 3 – 8 year tenure - one week for each full year of employment; greater than 8 years of tenure - eight weeks of severance.

## **VII. Employees Half-Time or More**

These employees are those who are appointed on a schedule of at least 20 hours a week, or the equivalent, and who have agreed to be employed by FMW for at least six months. Such employees are eligible for certain benefits in addition to compensation paid as wages or salary (see Section XI).

### **Hiring**

Hiring of such employees requires a Review Committee that includes at minimum member(s) of the committee that supervises the work of the position in question, and a member of the Personnel Committee. Review committees follow procedural guidelines developed by Personnel. Hiring decisions are made jointly by the committee supervising the employee's work and the Personnel Committee.

### **Evaluation**

***Probationary Period.*** All such employees are first-hired with a one-year probationary period and receive written evaluations quarterly prepared jointly by the Personnel Committee and the committee supervising the employee's work, where applicable. If the evaluation is satisfactory, employment continues until the next quarterly evaluation. If the evaluation is unsatisfactory, the employee may be terminated with termination pay of two weeks' salary. After the fourth quarterly evaluation, the probationary status is removed and employment continues subject to provisions in the employee's written offer of employment and stipulations herein.

***Annual Evaluations.*** After the final probationary period all employees will be evaluated at least annually. For employees who are supervised by another FMW committee, the Personnel Committee may delegate those evaluations to the supervising committee, but shall approve, in advance, procedures for such evaluations and review the results of those evaluations.

### **Termination**

After the initial probationary periods in Year 1 have been lifted, if the committee supervising the employee believes his/her work to be unsatisfactory, the clerk of the supervising committee, or her/his designee, and a member of the Personnel committee shall meet with the employee to discuss the concerns. A written summary of that meeting shall be provided to the employee and a period of at least one month shall be specified to allow the employee, working with his/her supervisor, to correct those concerns. At the end of the designated period for improvement, the original parties will again meet to discuss and evaluate the employee's progress. A written summary of that meeting shall also be provided to the employee. If the supervising committee and the Personnel Committee jointly agree that the employee's performance remains unsatisfactory, employment may be terminated with a minimum of two weeks' severance pay based on length of employment as follows: less than 2 full years - two weeks; 3 – 8 year tenure - one week for each full year of employment; greater than 8 years of tenure - eight weeks of severance.

## **VIII. As-Needed Employees**

The Meeting employs several employees who provide invaluable service to the Meeting through their work. Examples include event staff (Friendly Office Presences), childcare workers and office support

staff. These employees work less than a regular schedule of 20 hours a week and work on an as-needed basis.

### **Hiring**

As-needed employees may be hired by the committee supervising their work or by the Administrative Secretary, Property Manager or Event and Rental Manager consistent with provisions in Section V - Hiring, Evaluation and Termination of Employment: General.

### **Evaluation**

Continuing as-needed employees are evaluated annually by the individual or committee that supervises their work.

### **Termination**

A decision to drop an individual from the pool of available as-needed employees should be made in conjunction with the Personnel Committee.

## **IX. Staff: Hours of Work**

Full-time staff members work 40 hours per week, with a proportional time commitment for those who are employed less than full-time. Work schedules vary by position. For staff members, other than those who work on religious education, child-care or as event hosts Sunday should principally be a day of worship and fellowship and not a day of responding to administrative and clerical duties.

## **X. Compensation**

Compensation, in the form of wages or salaries, is a concern of the monthly Meeting for Business. It is openly discussed annually following the presentation of the Finance and Stewardship Committee's recommendations, based upon advice received from the Personnel Committee and other committees that supervise employees. Acting upon evaluations and other relevant considerations the Personnel Committee and other committees that supervise employees recommend salary levels to the Finance and Stewardship Committee. The Finance and Stewardship Committee considers these recommendations, and other budgetary concerns, in determining the wages and salaries that should be included in the draft Annual Budget that is submitted to the Meeting for Business.

Wage and salary increases for the staff shall be effective as of the first of the fiscal year. Employees with less than six months of service, as of the first of the fiscal year, shall not receive a salary increase, except for cost of living increases which may be provided regardless of the length of service. In determining salaries, appropriate consideration is given to customary rates of pay in the community, changes in the cost of living, merit, and the financial resources of the Meeting.

## **XI. Employee Benefits**

### Benefits for All Employees.

*DC Paid Family Leave.* The Meeting participates in the DC Paid Family Leave program that provides paid leave for parental leave (8 weeks max.), family leave (6 weeks max.) and medical leave (2 weeks max.). DC Paid Family Leave is separate from paid leave available to Meeting employees employed half-time or more.



*Unemployment Compensation Insurance.* The Meeting is not required to participate in Federal or D.C. Unemployment Compensation Programs but is currently participating in the D.C. Unemployment Compensation Program.

*Workers' Compensation.* The Meeting provides workers' compensation coverage through its liability insurance provider.

#### Benefits for Employees Half-Time or More.

This section describes the employee benefits for employees on a schedule of at least 20 hours a week who have agreed to be employed by FMW for at least six months. The Meeting hopes to continue the benefits described in this section, but the benefits are subject to change. The Personnel Committee will explore benefits changes as needed and present them with recommendations to the Finance and Stewardship Committee for final approval.

*Health and Other Insurance.* In addition to the eligible employee's base salary or hourly wage the Meeting will supplement the employee's compensation by a proportion of the insurance premium for the covered individual employee to purchase through the Center for Nonprofit Advancement (Center). The proportion paid varies by the type of insurance as follows:

Health and Dental Insurance – 76% of the premium for individual health insurance for the plan selected by the employee.

Life Insurance – 100% of the first \$10,000 of life insurance.

Employees can purchase vision insurance and additional life insurance through the Center.

Employees who elect to be covered by Medicare, and who have opted out of the Center health insurance, will receive additional compensation. The additional compensation will be 86% of the total premiums for Medicare plus the employee's supplemental insurance ("medi-gap" policy). The premium support for Medicare (86%) is higher than the Center premium support (76%) because the Medicare premium support is taxable to the employee but the Center support is not.

New employees are immediately eligible for additional compensation, as described above, beginning on the first of the month coterminous with, or immediately following, employment if insurance coverage is in place for that month.

*Retirement.* The meeting has established a 403(b) retirement plan under which the employee can invest their contributions, and employer matching contributions, in the Lincoln National retirement plan's investment options that have been set up by Mylestone Plans. The employee can contribute up to the maximum amount permitted by the retirement plan beginning with the date of employment. The employee can change the election of the percent contributed at the beginning of any month. The meeting will match the employee contributions up to 5 percent of pay beginning with the first of the month coterminous with, or next following, the date of employment, providing plan is in place and that the employee has begun contributions.

*Jury Duty.* Staff members who are selected for jury duty will receive their regular pay.

*Paid Holidays.* The following holidays are observed: New Year's Day, Martin Luther King's Birthday, Presidents Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the immediately following Friday, and Christmas Day. Additionally, the Personnel Committee may declare an extra day at Christmas.

*Sick Leave.* Sick leave accumulates, for a full-time employee, at the rate of eight hours per month. Part-time employees and full-time employees working less than one full month accumulate sick leave

at a proportional rate, for example, four hours per month for a half-time employee. No more than 63 days (504 hours) of sick leave may be accumulated by any employee. In extenuating circumstances, the Personnel Committee may grant limited advance leave to an employee whose illness requires more paid sick leave than the employee has accrued. The Personnel Committee, in consultation with the Finance and Stewardship Committee, will decide on the amount of advance leave granted on a case-by-case basis. Additional sick leave may not be taken until the employee has accrued a positive sick leave balance. A grant of advance sick leave requires a medical certificate from a licensed health care provider. Granting of advance sick leave is not an entitlement. No sick leave will be paid upon termination.

*Annual Leave.* Annual leave accumulates, for a full-time employee, at the rate of eight hours per month. Part-time employees and full-time employees working less than one full month accumulate both types of leave at a proportional rate, for example, four hours per month for a half-time employee. No more than 21 days (168 hours) of annual leave and 63 days (504 hours) of sick leave may be accumulated by any employee. In case of extenuating circumstance, an employee may request an exception from the Personnel Committee. The Committee may grant an employee an accumulation of up to six annual leave days over the 21-day limit, for an effective start and end date designated by the Committee. Any exception made by the Committee shall not be deemed a precedent in any future request.

Acknowledging that wise use of leave time is mutually beneficial to the Friends Meeting of Washington and its employees, the Personnel Committee encourages employees to use the accrued annual leave each year. Leave time is not required for the Administrative Secretary's attendance at the annual session of the Baltimore Yearly Meeting. In addition, the Personnel Committee may approve staff attendance at other meetings related to the Religious Society of Friends during work time in special circumstances. Upon termination for reasons other than cause, accrued, unused annual leave will be paid up to the maximum carry over of 21 days.

The Personnel Committee may grant advance annual leave consistent with FMW's policies regarding such leave. For full-time employees no more than 16 hours of annual leave may be advanced; the maximum amount of advance annual leave for part-time employees is proportional to their FTE appointment. Additional annual leave may not be taken until the employee has accrued a positive annual leave balance. Granting of advance annual leave is not an entitlement. In the event employment ends for an employee who has a negative annual leave balance, the employee is required to refund the amount of advance leave for which the employee is indebted.

All employees who are eligible for annual leave will give reasonable notice to the Personnel Committee or the committee to which the employee reports, respectively, of planned annual leave exceeding two days so that continuity of office functions can be assured.

## **Appendix A: Administrative Secretary Job Description**

*To be attached*