



# Our Mission and Covenant



Embracing the Purposes and Principles of Unitarian Universalism and the Vision we have chosen, as members of the Unitarian Universalist Church of Nashua, New Hampshire, we will:

- Support and respect one another in our searches for meaning, value, and personal/spiritual growth;
- Join with one another in providing, nurturing, and celebrating a free religious community through common worship, shared activities, and programs for all ages;
- Promote a sense of family within the congregation through mutual support and friendship, and by attending to each other's needs;
- Be a positive presence for, and work to create, a more just, humane and caring society through outreach to our local community and to the wider human family.



# **Staffing Plan for the 21st Century Nashua UU Church**

Prepared by the Personnel Committee  
February 16, 2014



# Goals for This Meeting



- Review the need for staff development given our:
  - Mission
  - Size
  - Mandate to balance the budget
  - Policy Governance
- Describe the process and plan we created
- Present the features and benefits of this plan for our church
- Report on status of the plan



# "Change is inevitable; misery is optional."



- Growth is natural and shows the welcoming aspect of our identity
- Getting used to change is the hardest change of all
- To live is to grow; to grow is to change
- To live is to change, and any thought that we can avoid change in life is pure illusion

*From a 2005 UUA study called "Size Transitions in Unitarian Universalist Congregations"*



# Why Not Wait For The New Minister?

- 2013 Annual Meeting mandate to balance budget--but “don’t touch our staff” and “don’t touch our buildings”--but we are declining in members
- Program-sized church under Policy Governance requires enhanced & empowered staff for:
  - Increased **clarity of roles** and **responsibilities**
  - Increased staff **leadership** and **professional knowledge** to support programs
  - Increased **communication** and **coordination** between and among staff, leadership, committees, and volunteers
- These staff attributes will help attract a settled minister who is as excited by the potential for change and growth in our church as we are
- **Putting in place the staff to do all this is our job--not the new minister’s**

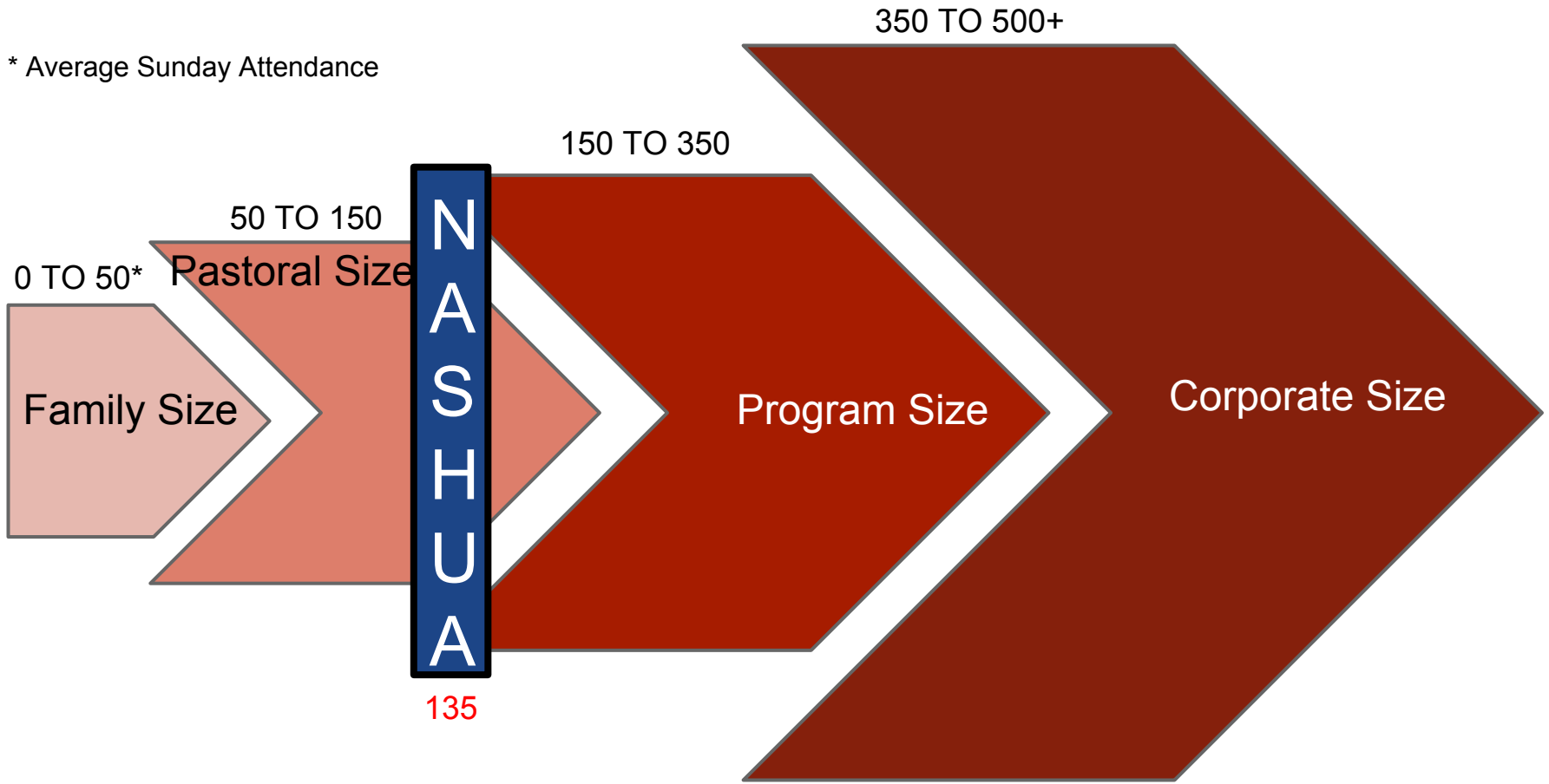
*“We are in a fast-flowing river of change and we need everybody in the canoe paddling in the same direction.”*



# Becoming A Program-Sized Church

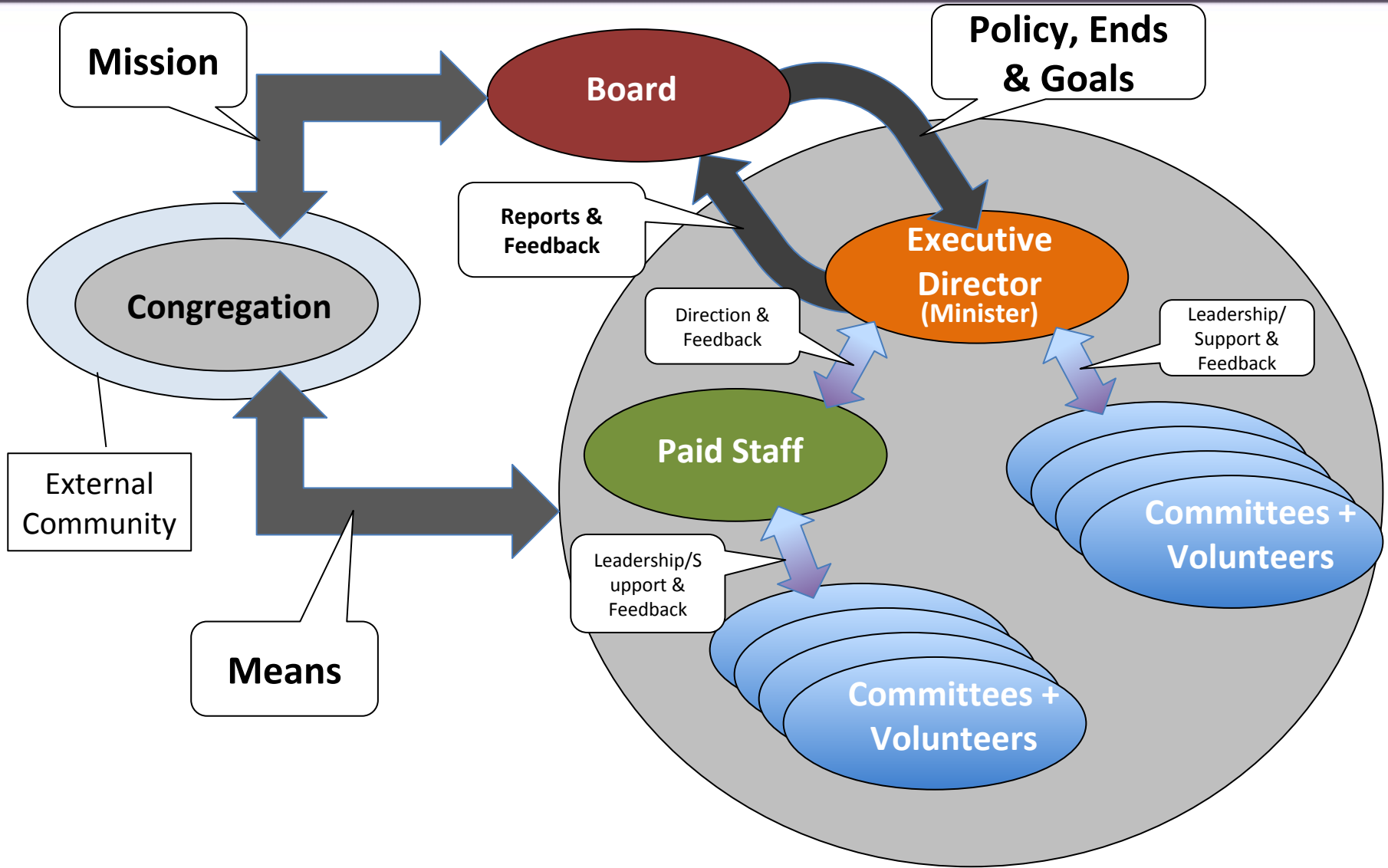


\* Average Sunday Attendance





# The Role of Staff in Our Church





# First: Staffing for the 21st-Century Church



- Needed a new job description development process
- Looked for standard practices for creating staff changes -- none existed
- Reviewed literature on changing needs for staff support and leadership
- Worked with Transition Team's research data on budget allocations of similar NE UU congregations
- Reviewed job descriptions and hour/salary information from successful NE UU congregations
- Drafted "ideal" job descriptions -- taking pains to separate the current staff from the new descriptions





# Then: Tailoring to Our UU Church Today



- **Pruned job descriptions from “ideal” to “practical”**
  - Based on realistic budget expectations and church size
  - Still mindful of the need to nurture and grow the church of our mission and vision
- **And began an extensive review and refining process**
  - Reviewed job descriptions with stakeholders--redrafted
  - Reviewed with staff--redrafted
  - Reviewed with more groups--redrafted
  - Consulted with UUA, district, and professional organizations (LREDA and AUUA)--redrafted



# Job Descriptions For Success



## **New Job Descriptions Include**

- Increased expectations for leadership, program responsibilities, and professional skills
- Increased qualification requirements and continuous professional development
- Increased knowledge of technology for operations and communication
- Hours adjusted up or down to reflect greater emphasis on programs, not facilities
- Shift from focus on specific tasks to focus on broader areas of responsibilities

## **Key Benefits to the Mission of the Church**

- Improved administrative and programmatic effectiveness
- Increased professionalism and more effective networking
- Introduction and implementation of best practices from successful churches
- Increased hours (winter and summer) for program research, planning, and support, and to serve a growing summer audience and church shoppers
- Shifts scarce staff salary resources toward mission-related activities



# Thoroughly Vetted By Relevant Stakeholders



- Our current staff members
- Members of all stakeholder committees (Membership, Pastoral Care, Public Relations, RE, Spiritual Development, Property), White Wing Director, and Youth Group advisors
- AUUA and LREDA leaders, UUA
- Barb Greve: founding member of the Guild of Interim Directors of Lifespan Education



# Next -- Getting To Real Change



- Developed “Job Fit Workshops” to respectfully implement the job descriptions in our real church world
- Working conversation with each staff member, Personnel Committee, and Minister to understand the staff member’s:
  - Strengths
  - Experience
  - Concerns
  - Gaps between capabilities/experience and job requirements
  - Recommendations/ideas for bridging those gaps



# The Job Fit Workshop Conversation



- Each 90-minute conversation started with **written statements from the staff member:**
  - What excites you about the new job description?
  - What aspects of the job are you already doing and confident about doing?
  - What parts of the job do you think you cannot yet manage/deliver?
  - What help will you need to reach competency in certain areas of the job?
  - Are there parts of the job you feel are just not a good fit for you?
  - What solutions would you recommend for getting those parts of the job done?
- Followed by a dialogue on these issues
- Planned at least two workshops per staff member



# Next Steps



- Continue Job Fit discernment and discussions with staff this week
- Feb 20--Present final job descriptions and staffing recommendations to Minister
- Feb 24 to March 1--Discussions between Staff and Minister
- March 20--Newsletter article reporting Staffing Plan outcome
- Sun, Apr 3--Search Committee invites Candidate Settled Minister to Candidating Week May 4-11



# Members-Only Church Web Page



<http://www.uunashua.org/members/>

User Name: member

Password: nashua

- Current Staff Job Descriptions
- Staffing Plan For 21st Century with New Job Descriptions (after recommendations to minister)
- Personnel Policy Manual (updates on grievance procedure coming)











# Custodian/Sexton Job Description



## Key Features

- Hours reduced to reflect the needs of the congregation and its obligations to White Wing
- Shift from focus on specific tasks to focus on broader area of responsibilities

## Benefit

- Allows rebalancing of scarce resources toward mission-related, success--enhancing activities

## Reviewed by:

- Our Sexton
- White Wing Director
- The Property Committee