

Permanent Board
9/28/2013
Mt Toby Friends Meeting
194 Long Plain Road, Leverett, MA
www.mounttobyfriends.org

Agenda ****Draft****

9:00 Fellowship with Ministry and Counsel

9:30 Worship with Ministry and Counsel in the Meeting Room

10:00 Time shared with Ministry and Counsel:

- Welcome, introductions & roll call
- Monthly meeting sharing (led by M&C)
- Permanent Board Agenda Item: NEYM relationship with Monthly Meetings

11:15 Ministry and Counsel adjourns, Permanent Board business continues

1. Review minutes from 8/3/13 and 8/8/13
2. Report from Presiding clerk
3. Report from Yearly Meeting Secretary

Reports from ad hoc committees: review charge for each committee, hear progress and plans, reaffirm or revise charges

4. Good Governance of Friends Camp

12:30 Break for lunch

5. Student Aid Revisioning Committee
6. Structural Review Committee
7. Legacy Gift Discernment Committee

Reports from other Permanent Board committees

8. Personnel Committee
9. Internal Nominating

Reports from Other Committees

10. Finance Committee
11. Treasurer's Report
12. Development Committee

Other reports

13. Financial Planning Process

3:30 Close with worship

Upcoming Meetings:

November 23, 2013, Plainfield MM (Vermont)

January 15, 2014, Location TBA

May 10, 2014, Location TBA

August 2, 2014, Castleton College (Vermont)

August 7, 2014, Castleton College (Vermont)

Report to Permanent Board September 28, 2013
Reflections on shepherding communications and relationship building
between Yearly Meeting and monthly meetings

Deana Chase, Jan Hoffman, Sara Smith

We took our charge from the unapproved PB minute of August 3:

Friends approved taking under our care the shepherding of communications and relationship building with Monthly Meetings. We hope that addressing the relationships with Monthly Meetings will build vitality and greater relevancy, perhaps leading to greater financial commitment.

At the August 8 meeting, we were asked to bring some thoughts and ideas of how to approach this task.

While Permanent Board has taken on responsibility for fundraising from monthly meetings, we addressed the broader concern it leads to, that of the relationship between Permanent Board and monthly meetings and beyond. We reviewed the four broad goals in PB Minute 11-104 and focused on #1 and #2:

1. Increased clarity of roles so that Friends can better participate in the business of the Yearly Meeting. This would include a clear definition of the authority of the Permanent Board.
2. Increasing the ability of Monthly and Quarterly Meetings to participate in the communication and decision-making between Sessions as a body.

The Permanent Board relationship to monthly meetings is both a structural question and a relationship question. We are grateful the Structural Review Committee is addressing structural question; our focus is on the relationship aspect, in particular between Permanent Board and monthly meetings. Communication is necessary in every vital relationship, and it needs to take many forms – electronic, paper and personal sharing. We affirm many more possibilities for communication with monthly meetings once the new website is up.

No matter what forms we use to convey our stories (both personal and organizational), it is through stories that we understand our relationships. When we understand our relationships, we value and support them. Many spirit-filled things are going on in Permanent Board and in monthly meetings, but we often lack the connections to know about and learn from them, and to clarify and strengthen what we are already doing.

In addressing how to increase the necessary communication, we were led to the basic question: "What do we want to communicate?" Our response draws on the 2012 Bible Half Hours theme: "When you know who you are, you will know what to do." We do not think there is a common understanding of who we are as a Yearly Meeting in small constituencies of NEYM, let alone in Permanent Board. Thus to begin the process of building relationships with monthly meetings we need to be clear on who we are, both as NEYM and as the Permanent Board part of that whole, and to be able to communicate it in many different ways.

The **five distinct ways we think about NEYM** articulated by Noah at the August 3 Permanent Board meeting were very helpful:

- The people of God called Friends
- An association of Monthly Meetings
- A large gathering which is our annual sessions
- A structure of committees, boards, and working groups
- An organization with staff, programs and service supporting the other four.

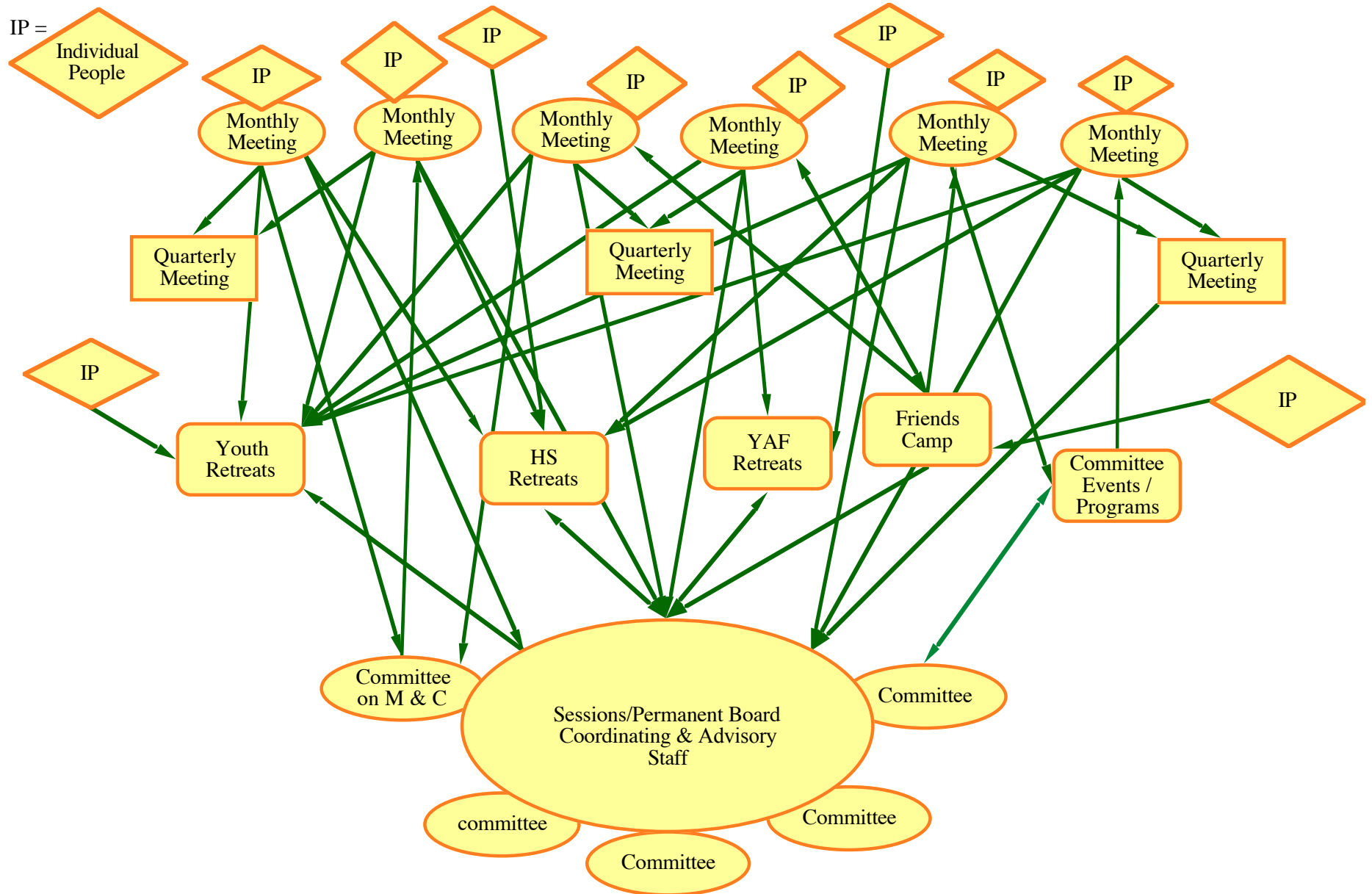
Hoping to begin seeing NEYM more clearly, two of us took up the challenge of making a simple organizational chart that might show the relationships between these parts that constitute NEYM. Deana Chase brought to her chart broad travel and experience in NEYM over many years, including serving as presiding clerk and interim Field Secretary. Sara Smith brought to her chart the experience of being clerk of her monthly meeting as a relatively new Friend. She was eager to discover how she and her monthly meeting connected to NEYM, and was unable to do so based on the information sent her as clerk. Not surprisingly, one chart conveys a broad sense of NEYM and the other tries to show a multiplicity of relationships. Both are attached to this report. We hope to use them in small groups at this Permanent Board meeting as a starting point to engage with each other on the question “Who are we?” Comments, revisions, and/or new charts will be quite welcome.

We were charged with suggesting how to approach the task of building relationships between Permanent Board and monthly meetings, and see three requirements:

- clarity on what we want to communicate
- communication in many different ways
- the infrastructure to support these.

We consider our work completed, and trust that Permanent Board will discern a variety of ways to move this concern forward.

Representation of New England Yearly Meeting and its parts Demonstrating How We Connect



Noah named the five distinct ways we think about NEYM:

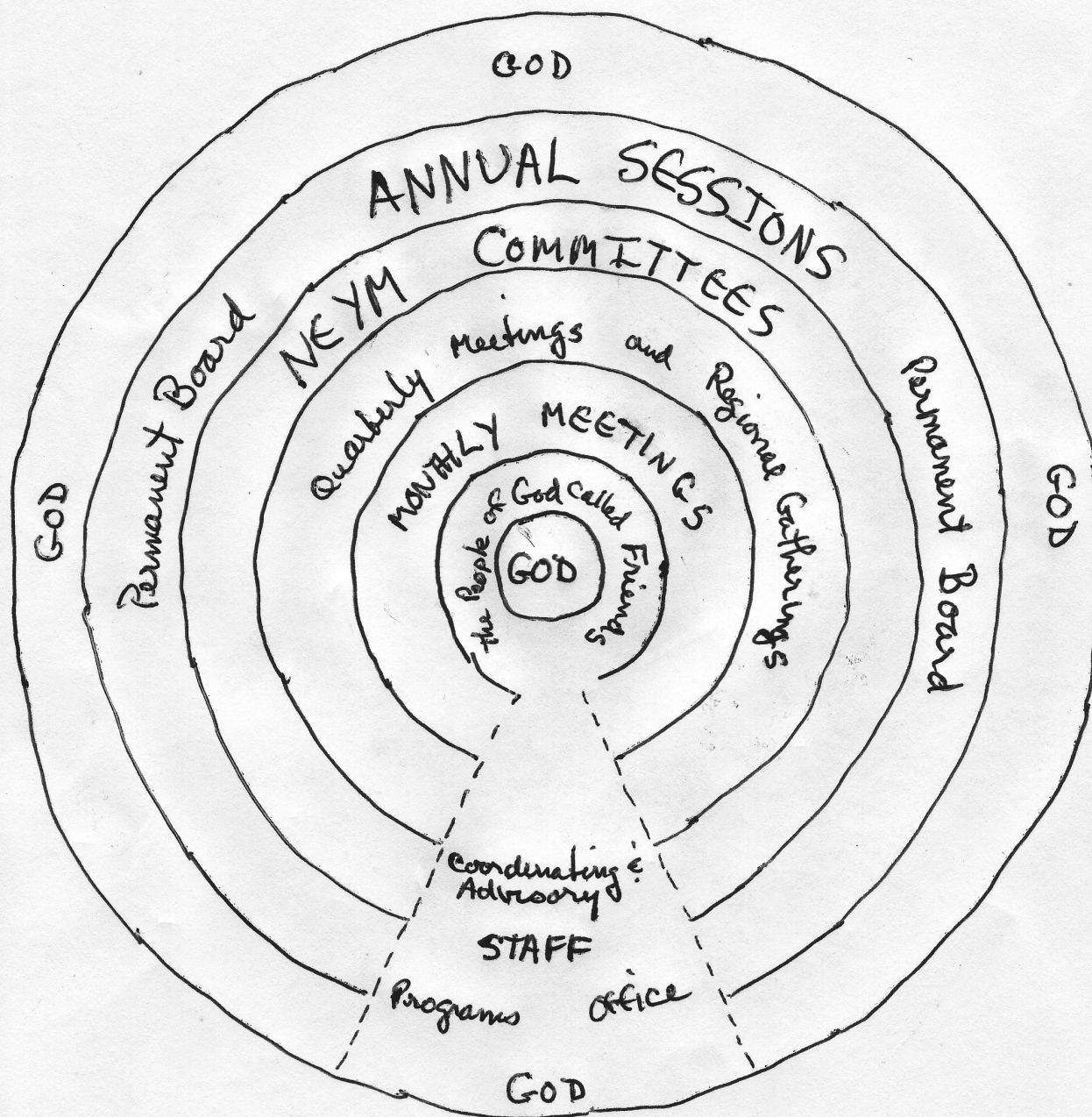
The people of God called Friends

An association of Monthly Meetings.

A large gathering which is our annual sessions.

A structure of committees, boards, and working groups.

An organization with staff, programs and service supporting the other four.



The STRUCTURE of New England Yearly Meeting of the
Religious Society of Friends

New England Yearly Meeting of the Religious Society of Friends
Permanent Board Minutes Draft
August 3, 2013
Bryant University, Smithfield, RI

13-61 Opening Worship: Friends gathered in worship at Bryant University in Smithfield, Rhode Island, on Aug. 3, 2013, at the opening of our annual sessions. During opening worship we heard a memorial minute for Richard Sivel.

13-62 Roll Call: The recording clerk called the roll:

Present: Holly Baldwin, Travis Belcher, Deana Chase, Susan Davies, Jeremiah Dickinson, Eric Edwards, Ben Guaraldi, Jan Hoffman, Nancy Isaacs, Sandy Isaacs, Mary Knowlton, Allan Kohrman, Rebecca Leuchak, Christopher McCandless, Bruce Neumann, Elias Sanchez-Eppler, Karen Sanchez-Eppler, Suzanna Schell, Patricia Shotwell, Sara Smith, Carolyn Stone, Philip Stone, Donn Weinholtz, Carl Williams, Rosemary Zimmermann, Hannah Zwirner.

Regrets: Aimee Belanger, Sarah Gant, Galen Hamman, Robert Murray, Jane Van Landingham, Fritz Weiss,

Ex-officio: Edward Baker (Clerk of Personnel), Maria Lamberto (Clerk of Finance), Edward Mair (Treasurer), Noah Baker Merrill (Yearly Meeting Secretary), Jacqueline Stillwell (Presiding Clerk).

Visitors: Rocky Malin (Smithfield), Nancy Haines (Wellesley, Clerk of Development), Rachel Stacey (Beacon Hill), Leslie Manning (Durham), Anne Pomeroy (New Paltz, NYYM); Janet Hough, (Cobscook, Clerk of Structural Review).

13-63 Minutes: The Minutes from our May 11 meeting were considered and **Approved**.

13-64 Yearly Meeting Secretary Report: Noah Baker Merrill reported on a variety of subjects of import to the Yearly Meeting. Noting that this is a transition year between Yearly Meeting Secretaries, we are asked for patience and prayers, but Noah is excited to be working with such a skilled, loving, and prayerful staff. Based on concerns raised at previous sessions, we have increased our Sessions insurance by 3x to 3 million, and have medical practitioners on call. Phone numbers for physicians on-call, and for the sessions coordinator are on the back of each name tag.

We heard that Bryant University's dining hall will be closed next summer, providing the impetus to relocate to another part of New England. A group of Friends including youth program staff and members of Sessions Committee toured Castleton State College and were enthusiastic about the site. In consultation with Coordinating and Advisory, the Yearly Meeting Secretary decided to move Sessions to Castleton for 2014. Hearing that previously the decision about location

was made by the Field Secretary on the recommendation of Sessions Committee, Friends endorsed this decision.

Archives: taking advantage of unused Archivist salary, the YM has engaged Rocky Malin to oversee and coordinate the process, with Noah and the Archives Committee, of discerning the future of our Archives. (See Minute 13-53) A small group will go on Thursday to the Rhode Island Historical Society, intending to move NEYM's copy of "The Bloody Tenent" to a safe deposit box.

We understand that the long-awaited new NEYM website will be launched soon. Regarding the NEFH, we hear that the bank account will be closed today, leaving the final unresolved item as the state unemployment issue. We have a lawyer working with us and the state to arrange a hearing.

13-65 Treasurer's Report: Ed Mair referred us to his report in the advance documents, adding that he has found it a privilege to work with the staff and the new Yearly Meeting Secretary. The bottom line is that income is insufficient to support expenses. We have been warned! Hearing that the YM has met the limit of our travel expenses budget, we are asked to authorize a 30% overrun. We were informed that an anonymous donor has offered to make up the difference. Friends **Approved** the treasurer authorizing additional expenditures. Ed informed us that he will be retiring from this role as of the end of 2013 sessions.

13-66 Presiding Clerk Report: Speaking about the imminent agenda, Jackie reports that everyone has done their homework, that "We are ready for God to step in." Considering the Yearly Meeting schedule through the year, seeking to find a rhythm that better supports our work, the Coordinating and Advisory Committee has suggested changes to the Yearly Meeting calendar. Particularly of note is that in recent years, PB has not had a meeting between Sessions and November. Additionally, there is a hope of having Ministry and Counsel and PB meet at the same site, on the same day, with dual goals of allowing more conversation between committees and freeing up a weekend on the calendar. The first such joint meeting will be at Mt Toby MM on Sept 28. The concern was raised that there are folks who are on both committees, who will be required to make a difficult choice.

13-67 Financial Planning: on behalf of the group drawn from C&A, Finance, Personnel, and Development Committees (see minute xxx), Ben Guaraldi and Noah Baker Merrill gave us a preview of the presentation they plan to make at Sessions. Noah began by observing five distinct ways we think about NEYM:

The people of God called Friends.

An association of Monthly Meetings.

A large gathering which is our annual sessions.

A structure of committees, boards, and working groups.

An organization with staff, programs and service supporting the other four.

Ben presented a chart with lines representing income and expenses, clearly showing the ups and downs, and relationship of income and expenses. Ben stated that expenses have been cut to the bone, there is no more to cut.

With an estimated deficit of \$42k for 2014, we are left with three choices: Keep cutting, which will mean laying down services and staff; do nothing and continue running deficits, which will exhaust our reserves in five years and the legacy gift in 12 years; or create the capacity to increase income.

The discernment group which we appointed to prepare these recommendations endorses the third choice: committing ourselves to raising income to support our shared ministries. They acknowledge that while working on raising income, we will continue to run a deficit, with the hope of balancing the budget within five years.

In order to accomplish this goal, they recognize that we have already begun this work by undertaking the following: shifting 10% of the YM Secretary's time to development work; increasing the Development Committee budget to an amount which actually supports this work; and making concrete steps to improve infrastructure, including communication and database. One example of this is making equalization needs more clear on the registration form, which has already increased income which will help to offset the usual equalization deficit.

The presentation also recommends that we commit to replenishing the reserves, with interest for the period those funds were not available.

Friends endorsed both the commitment to raising income and to replenishing funds with interest.

The financial planning group also raised the concern about the relationships between Monthly Meetings and the YM, noting that declining MM contributions point towards concerns about these relationships - perhaps a declining understanding of, and commitment to the YM ministries. In the recent past, responsibility for communication with MMs regarding their contributions has fallen on the Finance Committee. Recognizing that this communication has not been pursued as much as it might, and that perhaps fuller nurturing of these relationships is beyond the duties of the Finance Committee, the financial planning group asked PB to season the idea of taking under its care communication with MMs.

Noah noted that he has asked Sessions Committee for a review of equalization policy and practices. He further explained that the 10% of his time he will spend on development will be made possible by making the sessions coordinator a year round position. The FY'14 budget includes \$5000 to extend this position, which is currently limited to on-site work.

One friend noted that if this year's fundraising process does not work as well as we expect, the plan will need to be revisited. Noah explained that year by year, budgets will be adjusted according to actual income.

Recognizing that increased MM contributions will be essential to our future, Friends **Approved** taking under our care the shepherding of communications and relationship building with Monthly Meetings. We hope that addressing the relationships with MM will build vitality and greater relevancy, perhaps leading to greater financial commitment.

13-68 Finance Committee: Maria Lamberto reports that the Finance Committee will bring the name of Ben Guaraldi to sessions, for approval as Treasurer. Echoing Ed

Mair, she reminded us that recent budgets support our goals, but there is not enough income. Finance committee considers it a blessing that the Development Committee is stepping forward, hoping to close the gap. With the likely appointment of Ben Guaraldi as Treasurer, the Committee will be looking for a new Assistant Treasurer.

Budget: In May we approved forwarding budget "A," with no cuts, to sessions. The one change since then is an increase of \$6300 to the travel budget (see above). Having seen and endorsed the financial planning proposal, Friends **Approved** forwarding this budget to sessions.

13-69 Development Committee: For the Development Committee, Nancy Haines expressed their sense that closing the budget gap is "doable." Modest contributions from every Friend involved in Sessions or Yearly Meeting committees would erase our deficit. We have received an anonymous gift of \$10,000 from someone who has been giving monthly. The donor hopes that their stretch gift will encourage others to stretch. Eighty percent of Permanent Board members have donated. Nancy would love to be able to communicate, with prospective donors, that 100% of Permanent Board has donated. The committee is also looking for more members, particularly from outside of Salem quarter.

13-70 Personnel Committee: Edward Baker informed us that Personnel Committee has been assisting with the transition of Yearly Meeting Secretaries. They have also been working on revisions to the Personnel Policy Manual. They are considering language that assures that we will provide the tools the staff needs to do their jobs. The committee recognizes that we have sometimes fallen down in this regard. Edward informed us that both Personnel Committee and C&A recommend rehiring Noah Baker Merrill for YM Secretary. Friends **Approved** forwarding this recommendation to Sessions. Edward also informed us that the Friends Camp Committee recommends rehiring Nat Shed as Friends Camp Director. Friends **Approved** forwarding this recommendation to Sessions.

13-71 Legacy Discernment Committee: Suzanna Schell reported that the committee has met four times plus once by phone conference. They have prepared a display for Sessions, with an overview of the work and the input they have received. Other than minuting their support for using the interest from the Legacy Gift towards the general budget for this year only, they are making no recommendations to Sessions at this time. In the coming year they plan to collaborate with the Structural Review Committee and the financial planning group. They are considering organizing regional gatherings to continue the process of gathering input.

13-72 Structural Review Committee: For the Structural Review Committee, Janet Hough informed us that the committee is still in the exploratory phase. A set of questions has been composed with the hope of instigating conversations at Sessions and perhaps beyond. The group intends to hold an interest group during Sessions. They are still exploring what the structure is, and what it encompasses.

The Permanent Board Clerk expressed her appreciation that Legacy Discernment and Structural Review committees are seeking widely for input. Another Friend encouraged these committees, in their travels, to spend time in intervisitation with local Friends.

13-73 Internal Nominating: Donn Weinholz presented the following names for our consideration:

- Internal Nominating: Sarah Smith, '16
- Personnel Committee: Bob Murray, '16
- Personnel Committee: Jan Hoffman, '16

Friends **Approved** these nominations. Donn pointed out that they are still seeking Friends to serve in the at-large positions on Yearly Meeting Nominating.

13-74 Memorial Minute: Friends **Approved** forwarding the memorial minute for Richard Sivel to sessions.

13-75 Travel Minute: The clerk spoke briefly about a travel minute for Marian Baker. Initiated by Weare MM, and endorsed by Dover Quarter, the minute endorses Marian's travels to east Africa. Friends **Approved** the clerk endorsing this minute.

13-76 Closing Worship: Friends closed in worship, filled with anticipation for the possibilities inherent in our Annual sessions.

Holly Baldwin, clerk

Bruce Neumann, recording clerk.

New England Yearly Meeting of the Religious Society of Friends
Permanent Board Minutes Draft
August 8, 2013
Bryant University, Smithfield, RI

13-77 Opening Worship: Friends gathered in worship at Bryant University, at the close of our 2013 sessions.

13-78 Roll Call: The recording clerk called the roll:

Present: Holly Baldwin, Travis Belcher, Deana Chase, Susan Davies, Jeremiah Dickinson, Eric Edwards, Justice Erikson, Ben Guaraldi, Galen Hamman, Jan Hoffman, Nancy Isaacs, Sandy Isaacs, Leanna Kantt, Allan Kohrman, Christopher McCandless, Jean McCandless, Robert Murray Bruce Neumann, Elias Sanchez-Eppler, Karen Sanchez-Eppler, Suzanna Schell, Sara Smith, Becky Steele, Carolyn Stone, Philip Stone, Jane Van Landingham, Donn Weinholtz, Carl Williams, Rosemary Zimmermann, Hannah Zwirner.

Regrets: Aimee Belanger, Sarah Gant, Mary Knowlton, Rebecca Leuchak, Rocky Malin, Patricia Shotwell, Fritz Weiss,

Ex-officio: Edward Baker (Clerk of Personnel), Maria Lamberto (Clerk of Finance), Noah Baker Merrill (Yearly Meeting Secretary), Jacqueline Stillwell (Presiding Clerk).

Visitors: Jackson Hamman (Providence)

13-79 New Members: After welcoming new members, we appointed Friends to act as mentors to these new members, helping them to understand the functioning and responsibilities of Permanent Board. Rosemary Zimmerman will fill this role for new member Justice Erikson, Bruce Neumann for Leanna Kantt, Christopher McCandless for Rocky Malin, Deanna Chase for Jean McCandless, and Phil Stone for Becky Steele.

13-80 Minutes: The Minutes from our August 3 meeting were distributed, but given that Friends had not had a chance to review them, we agreed to postpone consideration until our next meeting.

13-81 Yearly Meeting Secretary Report: Noah began his report by exclaiming with glee and relief: "We had sessions!" A preliminary financial report suggests that we ended with a small surplus, including a deficit for equalization. Friends requested, at a future PB meeting, a chart displaying attendance and the financial bottom line for recent years of Sessions.

Given our current financial situation, Noah has requested that the Sessions Committee review our Equalization policy and practices this year. There are

concerns both that Equalization gives out much more than comes in, and that the process is not transparent.

Noah remarked that excellent cooperation among the YM staff, and between our staff and Bryant University, both contributed to an environment conducive to the spiritual and temporal aspects of our annual sessions.

13-82 Personnel Committee: Edward Baker reported that the committee met during sessions, and agreed that he will continue as clerk of that committee, with Karen Sanchez-Eppler as recording clerk.

The committee has been continuing its work on updating the Personnel Policy Manual. While there are no important policy changes, there are a large number of details that need to be brought up to date or clarified, including insertion of the role of the Yearly Meeting Secretary Supervisor, and eliminating references to NEFH. The committee expects to bring the new manual to PB in September for consideration. Friends **Accepted** the new manual as a working draft until final approval. Friends **Approved** the new manual being posted at neym.org, and authorized the committee to make decisions based on this working draft. Edward expects that it will be emailed to PB members well in advance of the Sept. meeting.

We were reminded that the family leave benefit we offer staff includes 6 weeks paid leave and up to 3 months off. Since it is likely that this benefit will be used this year, Personnel is planning to reexamine the policy and in the event that the benefit is used, will consider how to cover this work during an absence, and what the financial implications will be. They will bring recommendations to Finance Committee and Permanent Board as necessary.

Personnel committee has also been considering staff development, both as a general commitment to support development efforts, and in light of our commitment, on hiring Noah, to providing executive coaching. Friends encouraged Noah, his Supervisor, and Personnel Committee to explore options for executive coaching.

Although the current fiscal year budget includes \$2000 for staff development, this is likely not enough to support both executive coaching and other training for staff. Friends appointed Maria Lamberto and Sandy Isaacs to explore how these initiatives might be funded, including considering grants.

13-83 Relationships with Monthly Meetings: Following our acceptance (Minute 13-67) of tending the relationships of the Yearly Meeting and the Monthly Meetings, the clerk requested a few volunteers to consider how this work might happen. Given the scope and importance of this work, we are not asking this initial group to present a final plan at our Sept. meeting, rather to begin consideration of: What is the goal? What is the method? How might this take shape? How do we coordinate with others doing related work, including Legacy Gift committee, Structural Review committee, Ministry and Counsel, Finance Committee, and the Yearly Meeting Secretary? We ask these friends to consider these questions, and to bring, to our September Meeting, some thoughts and ideas to help organize our discussion. Sara Smith, Deanna Chase, and Jan Hoffman volunteered to take on

this initial discernment. Jan will act as contact person. Friends **Approved** these Friends taking on this work.

13-84 Nominating: For Yearly Meeting Nominating Committee, Christopher McCandless advised us that the Nominating slate in the advance documents did not list Jonathan Vogel-Borne, Jay Smith, and Leslie Manning, who are continuing as members of the FUM General Board, or that Frederick Martin will continue as clerk. Friends **Approved** these corrections.

Acknowledging that this individual had not been approved by nominating committee, Christopher proposed a name for Archives committee. A short discussion ensued, voicing viewpoints that PB should be able to approve names without waiting for the formality of nominating's consideration, and that there is value in the deliberate nature of the current process. Recognizing that an individual may be invited by a committee, to attend its meetings, we deferred approval of this nomination.

The clerk expressed appreciation to Nominating Committee for their continued work within a structure that is not serving us well.

13-85 Internal Nominating: For Internal Nominating Committee, Donn Weinholtz presented the following names for our approval:

- Yearly Meeting nominating: Rhoda Mowry (Smithfield) Class of 2016
- Yearly Meeting nominating: Eileen Cummings (Winthrop) Class of 2016
- Yearly Meeting Nominating: Virginia Bainbridge. (???) Class of 2016

Friends **Approved**.

13-86 Presiding Clerk report: Jacqueline Stillwell read the text of the closing minute from Sessions. Friends **Approved**.

13-87 September Preview: Observing that the fact of our having a meeting in September takes pressure off our need to accomplish things at this end of sessions meeting, and adds some spaciousness to our work for the coming year, the Clerk advised us of a few items she expects to be on the agenda at our next meeting:

- Consideration of how the Yearly Meeting might continue exploration of the significance of the Doctrine of Discovery. We may need a few Friends to shepherd a continuing conversation.
- Whether and how repayment with interest, of money drawn from reserves should be accomplished
- How the work of Financial Planning might continue.
- Consideration of a minute from the YAF community about the Student Loan program.

We were also reminded to advise the clerk, as early as possible, of issues that need to be considered at the next meeting. In the case of our September meeting, reports for the advance documents should be submitted by September 14.

13-88 Permanent Board Meeting Intervisitation: Continuing with our desire to use the occasions of our regular meetings as opportunities for intervisitation, Jan Hoffman will explore what Mt. Toby would be interested in. Sara Smith will assist with coordination. Friends are encouraged to consider staying for overnight hospitality.

13-89 Closing worship: Entering into our closing worship, the clerk thanked the gathered body of Permanent Board for being present, for taking risks, for contributing time and money, for being supportive. "It has been a blessing."

Holly Baldwin, Clerk

Bruce Neumann, Recording Clerk

Preliminary Report to Permanent Board
September 28, 2013

The Ad-hoc Committee on Friends Camp Governance is grateful to Nat Shed, Friends Camp Director, for bringing this issue to the fore. It has allowed us to consider these important issues in a forward-thinking way, freely calling upon his experience and expertise, to build a stronger foundation for the Camp going forward.

Relationship of Friends Camp to NEYM

We believe there is a need for a more structured and explicit relationship between the Camp and NEYM, one that would acknowledge functional and legal realities but not encumber the Camp Director, burden the YM Secretary or disempower the Camp Committee. The exact nature of this connection is not yet evident and will be the subject of further discernment by the committee.

Financial/budgetary

We recommend greater integration of the camp budget with the overall NEYM budget. The camp committee would develop and approve a camp operating budget which would then be submitted to the NEYM finance committee for approval and inclusion in the NEYM operating budget. It is expected this approval would ordinarily be routine. A model for this is the Sessions budget. Again, the intent is to not encumber either the camp or finance committee but to provide greater communication, oversight and transparency. Included in this would be the development of a capital budget process to make the care, management and development of the Camp property more systematic and transparent.

While greater coordination and integration of the development efforts of the camp and wider NEYM body are seen as desirable, we are not recommending any changes at this time. Yearly Meeting has just embarked on an ambitious plan to stabilize its financial house and changing the parameters of that task does not seem advisable. We recommend re-visiting this issue in the future.

We recommend the camp books have outside review every three years or within the first year of a new camp director or camp treasurer's tenure. We do not believe a full audit is required.

Insurance, Property and Risk Management

The issue of insurance is already being addressed, with steps having been taken to integrate the insurance coverage of the Camp with that of NEYM as a whole.

The decision to seek accreditation by the American Camp Association has been made. We see this as a significant component of an effective risk management program.

Camp Committee

We have had significant discussions on the importance of having an active and competent camp committee. This includes members having a clear understanding of the expectations and roles of the committee and having the skills, collectively, to effectively meet those expectations and carry out those roles. The camp committee functions much more as a board than as a typical NEYM committee and needs the commitment and skills more typically found on a board. Further thought needs to be given to finding ways to attract those members. This will be the focus of our next meeting and we hope to engage additional resources from Permanent Board and Nominating for that discussion.

At this point, we are recommending the following.

- a) The Friends Camp Committee consist of 15 members.
- b) Of those 15 members two thirds will be Friends. One third can be non-Friends. Members will serve staggered terms of three years, with a maximum of two consecutive terms. The clerk and treasurer will be eligible for three consecutive terms. It will take a few years to achieve this goal.
- c) Each member of the committee will have a written portfolio of specific responsibilities. These portfolios will require work in specialty areas between Camp Committee meetings.
- d) Each member will serve on a subcommittee. The five subcommittees will be:
 - i. Personnel
 - ii. Buildings and Grounds
 - iii. Finance and Development
 - iv. Health and Safety
 - v. Program and Evaluation
- e) The Committee will evaluate its own effectiveness.

Charge for the ad hoc committee for Good Governance of Friends Camp

The work of this committee is to work in consultation with the Friends Camp Director to consider what structure might be useful in providing the necessary advice, oversight, and fiduciary responsibility, as well as to help the Camp Director with immediate needs related to governance.

A) What sort of governance should the Friends Camp have? A Board? A Board that reports to Permanent Board? Would this supplement or replace the Friends Camp Committee? What nominating process would support this work?

B) What systems would allow us to review the following concerns on some sort of regular basis:

- Safety and legal integrity of the camp? (And should this be accomplished through accreditation?)
- Financial integrity of the Camp? (Shall we move from an internal review from our Finance Committee to a review from a CPA? If so, to a full audit, or a less intensive, less costly review?)
- Whether the Camp is still a living ministry of NEYM?

C) What should be the relationship of Friends Camp staff and operations to the other integrated yearly meeting staff and programs of NEYM, and in particular the Yearly Meeting Secretary?

Currently the Yearly Meeting Secretary is responsible for issues that influence and are affected by the operations and staff of Friends Camp, and the Friends Camp Director and the YMS are asked to work together, but there is no clear accountability, oversight, or reporting relationship between the Friends Camp Director and the Yearly Meeting Secretary, or any of the other NEYM staff for that matter. Is the current structure consistent with the intention of the recent NEYM staff restructuring, and if not, what changes might be helpful?

D) How does the Friends Camp budget and planning relate to the NEYM budgeting and planning process in general, in particular the aspects related to staff and program costs? Is there a way to help these processes become more fully integrated, and would such a change be in the interest of NEYM?

E) While we spend time with these concerns, how can we also address the current needs of the Camp and the committee? Are there gaps of experience in the committee that make it impossible to properly conduct oversight of the committee? What recommendations can we make for immediate term nominating needs?

Minute establishing a Charge for the Student Aid Re-visioning Committee, 1/2013

13-06 Student Loan Discernment: For the ad hoc Student Loan Discernment group, Allan Kohrman reported on that group's conclusions. Their sense is that, due to vast increases in tuition and the wide availability of federal loans, the modest sums traditionally offered by this fund have limited usefulness, and note that the Student Loan Committee has not functioned for 3 years. The group recommends four proposals: 1) Stop creating new loans, 2) Donate the existing money (\$56K) to scholarships for Quaker children at New England Quaker schools, 3) Ask the accounts manager to follow up with existing loans (\$82K), distributing these funds to those same schools as they are received, and 4) Lay down the Student Loan Committee.

Friends observed that the issue is not lack of need, but that the need is much greater than the existing fund and administration can handle. We heard both that huge debt can have an enormous impact on the spirit and activity of recent graduates, and that the greater flexibility of repayment of these loans has been a comfort and assistance to Friends in the past.

We were also cautioned that we are not particularly good financial stewards, and that any increase in funds distributed would require an increase in administrative oversight, which should not fall on an already overworked staff. Even the proposal for terminating the loan program puts an extra burden on the Accounts Manager.

Recognizing that nurturing the life of the spirit may yet include some form of financial support for education, we agreed to lay down the ad hoc Student Loan Discernment Group, but to defer decisions on their recommendations. We **approved** establishing an ad hoc Student Aid Re-visioning Committee, consisting of Hannah Zwirner, Aimee Belanger, and Rebecca Leuchak, and **approved** the following charge:

Acknowledging that the current model of student loans is no longer viable, but recognizing that there is life in the concern for how we provide financial support to YM members in need, we ask this ad hoc committee to consider how the Yearly Meeting might support students of any age, who might need financial aid for educational pursuits.

Ultimately we would need to consider ways to fund and administer a new program, but we ask this group to begin by reaching for an understanding of whether there is an emerging ministry of the YM to address these needs, and for ideas of how these ideas might be met.

Permanent Board Charge to Ad-Hoc Committee

12-89 Legacy Gift: We continued our discussion (see PB Minutes 12-47 and 12-71) of Permanent Board's role in making a recommendation for the use of the profits from the sale of the New England Friends Home, a sum which we have come to refer as the Legacy Gift. Karen Sanchez-Eppler, with input from other PB members who had been present, reported on an interest group which had been held, during Sessions, seeking input on the question.

Friends **approved** laying down the ad-hoc committee charged with exploring a process for discernment. Friends **approved** formation of a new ad-hoc *Legacy Discernment Committee*, with the longer-range charge of encouraging wide discussion, receiving ideas and proposals regarding the use of the money, and assisting Permanent Board in its discernment, with the ultimate goal of bringing recommendations to Sessions. Allan Kohrman, Nancy Haines (Wellesley, Clerk of Development Cttee.), and Suzanna Schell (convenor) were **appointed** to this committee. Recognizing conflicting interests of timely recommendations and thorough discernment, we refrained from setting a timetable. We also acknowledge that others may be called to this work, and that through its own discernment, the committee may find a shift in the nature of its work.

We ask the committee to bring, to our November Permanent Board meeting, 1) an intended process for this work, 2) a proposed timeline, and 3) Queries for distribution to the various constituencies, using the following points as a guide for their work:

- 1) The final decision about use for the legacy Gift will rest with Sessions, PB has been asked to discern and make a report.
- 2) Decisions about how to use these funds must arise from discernment that engages people from throughout the Yearly Meeting.
- 3) The process should include deep seasoning from across the YM. Monthly Meetings, Quarterly Meetings, and Committees should be encouraged to reflect and give feedback to Permanent Board, through the ad-hoc Legacy Discernment Committee. Input will be welcome from other discernment groups.
- 4) While it will be useful to begin the conversation with a focus on how we individually and corporately understand the role of money, ideas on how to use the money should grow out of discussion of the question, "What does NEYM need?" The question "What do Quakers in NE need?" may be more meaningful to those in our Monthly Meetings who have no particular relationship with the YM.

NEYM PERSONNEL POLICY MANUAL

DRAFT SUBMITTED FOR APPROVAL TO PERMANENT BOARD SEPTEMBER 28, 2013

NOTE: NEW ARE ADDED APPENDICES ON SEARCH PROCEDURE ADVICES AND NEYM MINUTED NON-COMPLIANCE WITH THE I-9 PROVISION OF THE IMMIGRATION REFORM AND CONTROL ACT OF 1986 (NEYM 1992 MINUTE 33). WE ALSO INTEND TO ADD JOB DESCRIPTIONS FOR ALL NEYM STAFF. [PAGE NUMBERS WILL NEED TO BE REVISED UPON COMPLETION.]

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I. INTRODUCTION

New England Yearly Meeting of Friends (NEYM) is a faith community committed to following the promptings of the Holy Spirit in support of our testimonies and our communities. NEYM employs a number of staff to support the ongoing work of the Yearly Meeting. This personnel manual is meant to provide guidelines and expectations for the working relationship between paid staff and their supervisors to guide them in their work for NEYM.

More important than the specific arrangements outlined below, which may change as needed, is the degree of caring, our willingness to work in harmony with one another and our ability to be open to the leadings of the Holy Spirit.

We sincerely desire that work for the Yearly Meeting, whether voluntary or paid, arise from prayerful attention to God's leadings. In the structure and policies of NEYM we seek to provide fair working conditions that support paid employees in doing their best work. Together, both employees and Personnel Committee members have an opportunity to further God's work in the world through their service to NEYM.

II. EMPLOYEE OVERSIGHT AND NURTURE

NEYM has given the Permanent Board responsibility for employee oversight and nurture; the Permanent Board delegates to Personnel Committee the fulfillment of that responsibility including making recommendations for personnel policy. As part of that responsibility, Personnel Committee works together with the Yearly Meeting Secretary (YM Secretary), Finance Committee, Coordinating and Advisory (C&A) and other committees with designated concerns for the work of the employees. As members of a community of faith, the Personnel Committee and the staff strive to draw out and hold accountable the right exercise of God's gifts in each employee as it pertains to their job in the Yearly Meeting and to their overall spiritual growth.

A. EMPLOYEE STATUS DEFINITIONS

1. POSITIONS HIRED BY NEYM SESSIONS

New England Yearly Meeting currently has two staff positions hired by Yearly Meeting Sessions. These employees are hired by the Yearly Meeting in Session, upon recommendation of the Permanent Board. Their work is outlined in job descriptions (attached to this manual) and approved by the Permanent Board. Components of the jobs are further enumerated along with salary and benefits in employment letters signed by the clerk of the Permanent Board and cosigned by the employee, annually at the beginning of the Yearly Meeting's fiscal year. These two staff positions have responsibility for supervising other staff members and are referred to as "managerial-level staff" within this document, they are full time regular positions.

- a. The YM Secretary reports to the Personnel Committee on a regular basis and is supervised by a qualified Friend appointed by Permanent Board. The job description for the YM Secretary is developed by the Personnel Committee and approved by Permanent Board.
- b. The Friends Camp Director is supervised by the Clerk of the Camp Committee. The job description for the Camp Director is developed by the Camp Committee and approved by Permanent Board.

2. NEYM ADMINISTRATIVE AND PROGRAM STAFF

Administrative and Program Staff are hired to meet specific needs of the Yearly Meeting under the direct supervision of the YM Secretary. Each staff member's work will be outlined in a job description reviewed on a regular basis and, if modified, submitted to the Personnel Committee for approval. Pay rate and any possible benefits will be set by the supervisor within the policy and budgetary constraints of the Yearly Meeting, and will be communicated in an employment letter which will be copied and sent to the clerk of Personnel Committee and the Treasurer.

a. regular and temporary definitions

Regular employees are employed in an ongoing arrangement, under the terms of an employment letter, generally for the period of the Yearly Meeting's fiscal year. All other employees are considered Temporary. Temporary employees generally work for a specified period, usually on a short term basis.

b. full and part time definitions

Full Time employees are generally expected to work an average 40 hours per week. All other employees are considered Part Time.

c. benefit eligibility

In general, Regular Full Time employees are salaried (Fair Labor Standards Act exempt) and receive full benefits as defined below. All other employees may be subject to limitation on benefits. Eligibility is described below in the section on benefits definitions, and ultimately determined in each case by the terms of the employment letter.

B. INDIVIDUALS NOT HOLDING EMPLOYEE STATUS

1. CONTRACTUAL WORKERS

Contract Workers are individuals or firms providing specified services for the Yearly Meeting and are hired by the YM Secretary, committees and officers of the Yearly Meeting. These individuals or firms are not employees of the Yearly Meeting. In each instance, it is the hiring supervisor who will determine whether the agreed upon

obligations have been satisfied and shall be the person authorizing payment. The Treasurer will inform the Personnel Committee of work done on a fee basis for the Yearly Meeting by giving the Committee an annual summary of all IRS Form 1099s issued.

2. VOLUNTEERS

Individuals may enter an arrangement of service to the Yearly Meeting whereby they receive some modest compensation — for example, stipends, honoraria, waived registration fees, or room and board at Yearly Meeting events. These individuals are not employees of the Yearly Meeting and are not eligible for benefits. The Treasurer will provide the Personnel Committee with an annual report of individuals who received honoraria and amounts paid by the Yearly Meeting.

3. FRIENDS CAMP STAFF

With the exception of the Camp Director, the staff of Friends Camp are covered under a separate personnel policy approved by the Camp Committee.

C. PERSONNEL COMMITTEE

1. STRUCTURE AND REPORTING

- a. The Personnel Committee has six to nine members who serve staggered three-year terms. The Personnel Committee chooses a clerk from among its members.
- b. The Permanent Board appoints the Personnel Committee on the recommendation of its Internal Nominating Committee. In making appointments to the Personnel Committee, the Permanent Board considers interest and experience in personnel matters and experience in other parts of Yearly Meeting, such as Permanent Board, Coordinating and Advisory Committee, and other committees having contact with Yearly Meeting employees. The Clerk of Permanent Board, the Supervisor of the YM Secretary, and the Yearly Meeting Treasurer serve as *ex officio* members of the Personnel Committee, and the Clerk of the Personnel Committee serves as an *ex officio* member of the Permanent Board.
- c. The Personnel Committee reports to the Permanent Board. With approval of the Permanent Board it establishes and carries out personnel policy. The YM Secretary is responsible for administering the Personnel Policies enumerated in this manual. The authority of the Personnel Committee is limited to that granted to it by the Permanent Board, including but not limited to that stated in the Personnel Policy Manual.

2. RESPONSIBILITIES

Personnel Committee develops policy to outline the various parameters of work for the Yearly Meeting, and communicates its recommendations to Permanent Board. It advises

the YM Secretary and assists the YM Secretary in responding to concerns of employees. It hears grievances from staff and assists with conflict resolution when necessary.

The Personnel Committee:

- a. Develops and maintains a personnel policy manual for approval by Permanent Board.
- b. Develops and regularly updates job descriptions for YM Secretary, for approval by Permanent Board. Reviews and approves job descriptions for all other Yearly Meeting staff.
- c. Reviews, and forwards to Permanent Board for approval the job description for Camp Director developed by the Camp Committee.
- d. Makes recommendations on salary ranges, benefits, benefits policy, and other compensation for all Yearly Meeting staff.
- e. Acts to resolve differences or facilitate the relationship between the YM Secretary, supervisors and employees, either upon its own initiative or upon request.
- f. Receives and reviews reports on personnel matters from YM Secretary, including performance appraisals and recommended changes in job descriptions.
- g. Ensures that an annual performance appraisal for all Regular staff takes place.
- h. Annually receives the performance appraisal and hiring recommendations from C&A for the YM Secretary and from the Camp Committee for the Camp Director and forwards them to Permanent Board.
- i. Reviews on a regular basis personnel practices, policies, and staffing structure.
- j. Annually prepares employment letters for the YM Secretary and Camp Director, for the signatures of the Clerk of the Permanent Board and the employee (see Appendix A).

D. STAFF SUPERVISION

1. YM SECRETARY SUPERVISION

The YM Secretary will be supervised by a qualified Friend appointed by Permanent Board through its Internal Nominating Committee process for a renewable three-year term. We expect the Supervisor to the YM Secretary will have significant experience and a level of skill as a supervisor to leadership, as well as strong connections to the Yearly Meeting. The Supervisor will serve as a full member of both C&A and the Personnel Committees and will thereby serve as a liaison between these two committees.

The YM Secretary will participate in an annual performance appraisal by C&A so that a recommendation on continuing employment can be made to Yearly Meeting Sessions.

2. FRIENDS CAMP DIRECTOR SUPERVISION

The Camp Director will be supervised by the Clerk of the Camp Committee. The Camp Director will participate in an annual performance appraisal by the Camp Committee. The Camp Committee will bring its evaluation to Permanent Board which will make a recommendation on continuing employment to Yearly Meeting Sessions.

3. ADMINISTRATIVE AND PROGRAM STAFF SUPERVISION

All Administrative and Program staff members shall be supervised by the YM Secretary. For each Administrative and Program staff member, the YM Secretary will:

- review and update the job description for Personnel Committee's approval
- generate and sign an employment letter with the employee (Appendix A)
- interpret Yearly Meeting policy to the employee
- arrange with the Treasurer for timely compensation
- develop a work plan with the employee
- meet regularly with the employee
- conduct performance appraisals
- advise Personnel Committee on fair compensation for the employee
- authorize reimbursement of expenses
- pre-authorize substantial work-related travel and conference attendance

III. SEARCH PROCESS, EMPLOYMENT, AND TERMS OF EMPLOYMENT

A. RECRUITMENT, APPOINTMENT AND REAPPOINTMENT

1. APPOINTING AUTHORITY AND CONFIRMATION

NEYM appoints and annually re-appoints the YM Secretary and the Camp Director upon recommendation of the Permanent Board. If necessary, the Permanent Board has authority to appoint these positions between Yearly Meeting Sessions. Other staff positions budgeted by the Yearly Meeting will be hired by the YM Secretary in consultation with the Personnel Committee and with input from relevant committees.

2. NON-DISCRIMINATION

NEYM will not discriminate in appointment of employees on the basis of race, ethnicity, age, gender, sexual orientation, disability, or national origin; however, preference will be given to members of the Religious Society of Friends.

3. BASIS OF CONSIDERATION

The initial consideration of applicants will be based on a letter of interest and current resume demonstrating qualifications that fulfill the written job description.

4. ANNOUNCEMENT OF POSITION AVAILABILITY

All current employees will be notified of any vacant position by formal or informal announcement and advertisement.

5. SEARCH PROCESS

A. When the YM Secretary or Camp Director position becomes or imminently will become vacant, the Permanent Board shall appoint a Search Committee of not less than 5 nor more than 10 members, including at least one member of the Personnel Committee. One member of the committee should have professional experience in the hiring process. This person shall take responsibility for insuring good search process and communication with candidates (see Appendix – Search Procedures). C&A should consider whether the appointment of an interim Secretary would be the more worthy option. If in agreement to move forward with a permanent appointment, C&A shall recommend the members of the search committee. Efforts should be made to select a group which reflects the diversity of NEYM. Permanent Board expects the Search Committee will bring a recommendation on a single candidate. In the case of the Camp Director, the Camp Committee shall recommend the search committee. The Permanent Board shall, in turn, recommend a candidate to Yearly Meeting in its annual Sessions.

B. For filling an Administrative and Program staff vacancy the YM Secretary will conduct a search and administer the hiring process, in consultation with the Personnel Committee and with the input of relevant staff and committees, with the goal of finding the best candidate for the position in a timely manner.

6. TERM OF APPOINTMENT AND EMPLOYMENT LETTER

While all NEYM staff are hired as “at-will” employees, generally their employment letters correspond with the YM fiscal year, and can be renewed annually. Upon notification of an appointment:

The Personnel Committee Clerk will prepare an Employment Letter for the YM Secretary (see sample in Appendix A). The Clerk of the Permanent Board and the YM Secretary will sign the Employment Letter.

The Personnel Committee Clerk will prepare an Employment Letter for the Camp Director (see sample in Appendix A). The Clerk of the Camp Committee, the Clerk of Permanent Board and the Camp Director will sign the Camp Director Employment Letter.

The originals of these documents and the Employee Information Forms (see Appendix B) are filed in the employee’s permanent personnel file, with copies provided to the Personnel Committee clerk and the Treasurer. The YM Secretary shall ensure these documents are distributed and filed.

Administrative and Program staff who are Regular employees will receive an employment letter prepared by the YM Secretary. The employment letter will include rate of pay and will enumerate any benefits that are available to the staff member. A copy of this letter will be sent to the clerk of the Personnel Committee and another will be filed in a personnel file by the YM Secretary.

Temporary employees will receive a letter of employment that lists project, rate of pay and the timeframe of their hire.

7. ORIENTATION FOLLOWING APPOINTMENT

Following appointment, new employees shall be given orientation to the Yearly Meeting, its personnel practices, and their own working arrangements. The YM Secretary, or designee in the YM Secretary's absence, shall at the earliest convenient time: provide a copy of this Manual; assist the new employee in filling out the Employee Information Record and government forms consistent with Yearly Meeting policies (see Appendix Minutes Regarding Staff); assist in processing of required forms for arranging salary withholding and determining fringe benefit choices and registrations; and provide a briefing on office space, facilities, and procedures.

B. JOB DESCRIPTIONS

There shall be written job descriptions for all employees. Current job descriptions for all staff are attached to this manual.

The Personnel Committee shall periodically, but no less than every three years, review and revise job descriptions. Substantial revisions to YM Secretary and Camp Director job descriptions must be submitted to Permanent Board for approval.

Job descriptions for NEYM Administrative and Program Staff will be written by the YM Secretary in consultation with the Personnel Committee and will be approved by the Personnel Committee prior to appointment. Final versions are filed in the personal file of the employee.

C. WORK HOURS

1. FULL-TIME AND PART-TIME EMPLOYEES

A Regular Full-Time employee is defined as one who works an average of 40 hours a week for 52 weeks a year including specified vacation time, holiday time and leave time. Regular Part-Time employees work some fraction of a 40-hour week for 52 weeks during the year. Temporary employees may work up to 40 hours per week but generally on a short-term basis.

2. OVERLOADS

The workload in NEYM is unevenly distributed throughout the year. If an overload condition persists, the situation should be discussed with the supervisor. If the problem continues, the supervisor shall report the situation to the Personnel Committee and alternative methods for addressing the overload developed. Recurrent periods of persistent overload indicate that the job description needs to be revised or that there is a mismatch between the employee's abilities and the demands of the job.

4. SESSIONS ATTENDANCE, WEEKEND WORK

Attendance at Yearly Meeting Sessions is mandatory for regular full-time staff members (usually the Camp Director's attendance is limited). Attendance at committee meetings is expected if scheduled in the employee's work plan.

Much of the workload of some positions falls on weekends; however, no employee should work more than three weekends a month, especially if travel is involved. Any absence not related to work should be cleared in advance with the supervisor.

5. COMPENSATORY TIME

When the necessities of work require more than 40 work hours in any one week, compensatory time off shall be taken as soon as feasible by an exempt employee to provide rest and relief. Compensatory time shall not be saved and added to future vacations or sabbaticals. Compensatory time may not be carried over beyond three months of its accrual.

6. OFFICE HOURS AND TELEPHONE AVAILABILITY

Office hours and telephone availability will be established on an individual basis and approved by the supervisor. Each employee's office hours and availability shall be conveyed to all major constituencies. Due to the nature of our work and the regional nature of the Yearly Meeting, many employees will work substantially away from the YM office. We must ensure that this is a satisfactory arrangement for both the employee and the Yearly Meeting.

7. NON-EXEMPT EMPLOYEES (Fair Labor Standards Act classifications.)

Employees who are not salaried will be paid time-and-a-half for any hours worked beyond 40 hours in any week.

D. PERFORMANCE APPRAISALS

Annually, the job performance of Regular Full-time and Regular Part-time employees shall be appraised. The YM Secretary (and the C&A Committee in the case of the review of the YM Secretary; the Camp Committee in the case of the Camp Director) oversees the specific calendar of events, taking into account the work plan of the individual employee. (See Procedures section for additional information.)

1. PHASE ONE

Early in the employment year each employee and his/her supervisor will jointly establish a work plan including priorities and performance objectives. Through the employment year, the supervisor compares implementation of the plan and the attainment of the priorities and objectives with the written activity reports provided by the employee.

2. PHASE TWO

The performance of the YM Secretary and the Camp Director must be completed prior to sessions. All other employees may be done between the end of sessions and the conclusion of the fiscal year. The job performance of the employee is appraised in the Light, and the sense found in this meeting is minuted and sent to the Personnel Committee. In the case of the YM Secretary the letter originates from the C&A Committee and in the case of the Camp Director, the Friends Camp Committee. This confidential letter constitutes the formal Performance Appraisal, which is part of the employee's permanent file. Should the staff member be unable to unite with the sense of the appraisal, he or she may write a second letter that will be attached to the Performance Appraisal.

3. PHASE THREE

Upon the completion of a positive Performance Appraisal, the YM Secretary will notify

the employee of their continuing employment. In the case of the YM Secretary, the C&A Committee shall review the minuted YM Secretary's Performance Appraisal and shall then recommend to Permanent Board whether the YM Secretary should be re-appointed, and under what conditions, if any. In the case of the Camp Director, the Friends Camp Committee shall review the minuted Camp Director's Performance Appraisal and shall then recommend to Permanent Board whether the Camp Director should be re-appointed, and under what conditions, if any. Permanent Board will then recommend continuing employment of the YM Secretary and the Camp Director to the annual Sessions. The Personnel Committee, the Coordinating and Advisory Committee (for the YM Secretary), or the Friends Camp Committee (for the Camp Director) may, at that point, recommend any substantial changes in the job description.

Administrative and Program-level staff who are Regular Full-time or Regular Part-time will receive an evaluation from their supervisor on an annual basis, generally during the late spring or summer. The process will include a self-evaluation, a meeting with the supervisor, and a written report that will be forwarded to the Personnel Committee clerk and then filed in the staff member's personnel file. If there is a major discrepancy between the self-evaluation and the Supervisor's findings, the staff member may send a statement to the Clerk of the Personnel Committee who will attempt to resolve outstanding issues.

E. JOB SECURITY

The nature of Yearly Meeting funding and the necessity for Yearly Meeting approval of staff continuing employment on an annual basis preclude the possibility of tenure. Changes in the structure or perceived needs of the Yearly Meeting may necessitate the elimination of a position. However, employees can normally anticipate that if their performance evaluations are favorable, they will continue in their positions.

F. TERMINATION OF EMPLOYMENT

Termination of employment may be through an employee's resignation, by dismissal for cause, or due to the elimination of the position. Upon termination, employees shall be responsible for the dispensation of any retirement assets they have accrued during their term of employment.

1. RESIGNATION

An employee is free to resign during an appointment period, with due consideration for the needs of the Yearly Meeting. If an employee finds it necessary to resign before the end of a regular appointment period, one month's minimum notice is expected (except in emergencies). When possible, the timing of termination should be planned by the employee and the supervisor. Notice of resignation should be given in writing to the supervisor, and simultaneously to the clerks of Permanent Board and Personnel Committee.

2. DISMISSAL

Dismissal shall be for unprofessional, negligent or inappropriate behavior, or when, in the judgment of the supervisor (Permanent Board, in the case of managerial-level staff), the staff member is persistently found to not be adequately meeting the requirements of the job description. (Supervisors will consult with Personnel Committee clerk prior to any dismissal.) The reasons for any dismissal shall be provided in writing. Notice of dismissal

shall be in the form of a letter from the supervisor (or the clerk of Permanent Board) to the employee, with a copy to the Personnel Committee, stating the reasons for action.

A staff member may appeal a dismissal. In the case of an Administrative and Program-level staff member, written appeal should be sent to the Clerk of the Personnel Committee, who will discuss any action with the Committee after investigating the situation. In the case of a Managerial-level staff member, written appeal should be sent to the Presiding Clerk who will discuss any action with a committee composed of the Presiding Clerk, the Clerk of Permanent Board, the Clerk of Personnel Committee, and the Clerk of Ministry and Counsel.

3. ELIMINATION OF POSITION

The Yearly Meeting may eliminate a position due to financial considerations or due to a restructuring of staff positions, or whenever it determines it is in its best interests to do so. Ideally this would happen at the end of an employment period. If it is not at the end of an employment period at least one month's notice shall be given, or pay in lieu thereof, and employees will receive payment for any accumulated vacation time.

4. MID-YEAR CHANGE IN STAFFING

In the event of mid-year changes in staffing caused by the resignation or dismissal of an employee, the supervisor may rehire to fill the vacancy within the limits of what remains in the budget. However; a new structure or a different way to get the work done may be envisioned by the supervisor, in which case there should be consultations with the Personnel Committee clerk. Transfers of allocations between Yearly Meeting budget lines to accommodate mid-year changes in staffing shall be jointly approved by the Personnel Committee clerk, Finance Committee clerk and the clerk of Permanent Board, and will be reported to Permanent Board. Any increase in funding level must be approved according to Yearly Meeting procedures.

G. CONFLICT RESOLUTION

Differences that persist between employees shall first be addressed with their direct supervisors. If the conflict is not resolved, the employee may request a review by the Personnel Committee.

H. RECORDS AND PERMANENT FILES

Each supervisor is responsible for maintaining appropriate records on an employee's work history and evaluations as well as records of vacation time accrued and used.

Employees are encouraged to keep daily records of their work, principally for their own use. Such daily records can be used in preparation of regular written staff reports, which shall be filed with the employee's permanent records.

An employee's permanent personnel file shall be maintained at the Yearly Meeting Office. Administration of the file is the responsibility of the Clerk of the Personnel Committee. Elements of the file include an employee's application for employment, employee information form, approved job description, benefit election forms, regular written staff reports, records of vacation time accrued and used, annual reviews, employment letters and other materials or correspondence pertinent to an employee's record of employment.

IV. COMPENSATION

A. SALARY RANGE

The Yearly Meeting desires to pay salaries commensurate with job responsibilities, experience and performance. The Personnel Committee establishes a salary range for Managerial-level staff positions in consultation with the Permanent Board and the Finance Committee. The range is reviewed each year and salaries are adjusted by the amount of any cost of living adjustments (COLA).

Salaries and wages for Administrative and Program-level staff will be based on recommendations of the positions' supervisors made to the Personnel Committee, and by that Committee's work on the "NEYM Staff" section of the Yearly Meeting budget, in consultation with the Finance Committee.

B. COST OF LIVING ADJUSTMENT

The Yearly Meeting strives to provide annual cost-of-living adjustments (COLA) to the salaries paid to its employees. The COLA is based on the Consumer Price Index – All Urban Consumers (CPI-U) for the Boston area as published by the U.S. Bureau of Labor Statistics. January to January figures are used to determine the percentage increase.

C. MERIT INCREASES

Salary merit increases will also be considered by the Personnel Committee on an annual basis. The factors influencing merit increase recommendations are performance appraisals, experience, and the resources of the Yearly Meeting.

D. PROCEDURES

- a. New Hire: Managerial-level – The Search Committee completes salary agreements with the new staff member within the established range. Administrative and Program-level – the supervisor sets the starting pay within the budgeted amount.
- b. Continuing Staff: Salary and benefits are established as part of the Yearly Meeting's budget process. Thus, adjusting salary and benefits is an annual process that begins in the early winter. In January or early February, staff members are invited to meet with their supervisor regarding salary and benefit issues. Supervisors are in turn invited to correspond or meet with the Personnel Committee regarding the salary and benefits issues of their employees. Personnel Committee forwards its recommendations regarding overall percentage increases for cost of living adjustments and merit raises to the Staff, Finance Committee, and Permanent Board in time for consideration at Finance Committee's mid-winter meeting. There will be further consultation between the Personnel and Finance Committees prior to Finance Committee's presentation of the entire budget to Permanent Board in the spring. Final approval of compensation, benefits, and expense budgets rests with the Yearly Meeting.

E. PAYDAY

Salaries are paid on a monthly basis, generally on the 15th day of the month. Employees who are not salaried are paid on a bi-weekly basis following procedures set by the Treasurer.

F. PAYROLL DEDUCTIONS

All payments are made subject to deduction of appropriate withholdings in accordance with prevailing U.S. and state regulations, including Social Security and Medicare; however, the Yearly Meeting will not withhold Social Security or Medicare tax for employees who are classified as ministers (see §V.A.1).

V. INSURED OR REGULATED BENEFITS

A. EMPLOYER'S COSTS

1. SOCIAL SECURITY AND MEDICARE

The Yearly Meeting will pay the employer's share of Social Security and Medicare taxes for all employees. Employees considered ministers by the Yearly Meeting are classified, for tax purposes, as independent contractors according to IRS regulations. Therefore, the Yearly Meeting does not contribute Social Security or Medicare (FICA) taxes in this instance.

2. WORKER'S COMPENSATION

The Yearly Meeting shall provide worker's compensation insurance, as required by state law.

3. UNEMPLOYMENT COMPENSATION

NEYM, as a church, is not required to participate in unemployment insurance programs. Unemployment compensation is therefore not available to NEYM employees.

B. DEFINED EMPLOYEE BENEFITS

1. HEALTH INSURANCE

Regular employees shall have access to reliable health care while serving as employees of the Yearly Meeting. New England Yearly Meeting is a participant with other Friends organizations in the Friends Mutual Health Group (FMHG) administered by Everance. Employees are eligible to participate in this group coverage; those not already covered by medical insurance from another source are expected to elect this or other acceptable coverage. An employee who has adequate medical coverage from another source (such as a spouse's employment) may state in writing that coverage from NEYM is not desired and will not receive this benefit. If an employee elects to receive coverage from NEYM, the benefit will cover a percentage of the individual, dual, or family plan premium as negotiated with FMHG. Regular Part-Time employees who work at least 30 hours per week shall have access to a pro-rated health insurance benefit.

2. RETIREMENT

NEYM provides an employer retirement plan for each Regular employee who works at least 20 hours per week. The employer contribution is 10% of the employee's salary. In addition, any employee may contribute monies into a supplemental retirement account so long as the annual contribution is at least \$200. For details, please refer to documents defining the NEYM Retirement Plan held by the Treasurer.

3. HEALTH CARE AND DEPENDENT CARE REIMBURSEMENT

A Regular employee who works at least 17 ½ hours per week may elect a reduction in his or her cash compensation in order to obtain pre-tax reimbursement for medical, dental and dependent care expenses. An employee is eligible for this benefit after six months of employment. See the booklet entitled “New England Yearly Meeting Section 125 Documents,” published separately, for details of this plan.

4. DISABILITY COMPENSATION

NEYM provides disability insurance for all employees who work 30 or more hours per week and are younger than 64 years and 8 months. New employees are eligible immediately, but there is a two-year pre-existing condition exclusion. Information regarding current disability insurance benefits is available from the Treasurer.

VI. GENERAL EMPLOYEE BENEFITS

A. VACATIONS

Regular full-time employees are eligible for fifteen days paid vacation per year. The vacation schedule is to be worked out in consultation with the supervisor, other staff, and affected clerks and then reported to anyone who might be affected. Although vacation time is generally to be taken during the contract year of its accrual, it may be deferred and taken within the first four months of the following contract year. Vacation days may not be carried over beyond this period. The number of vacation days is pro-rated for regular part-time employees.

B. HOLIDAYS

Regular full-time employees are entitled to ten paid holidays per year. The paid holidays are: New Year’s Day, Martin Luther King’s Birthday, President’s Day, Patriot’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and the following Friday, and Christmas Day. When a Yearly Meeting workshop or conference or other necessary work falls on a paid holiday, an employee shall be entitled to take a compensating day. This benefit is pro-rated for Regular Part-time employees.

C. SPIRITUAL RETREATS

A healthy vocation of ministry requires attention to one’s personal spiritual condition. Therefore, full-time employees may request a spiritual retreat of up to three days, at Yearly Meeting expense. Spiritual retreats are considered as working (not vacation) time. Employees may choose a longer and/or more expensive retreat than the budget will allow, with excess costs borne personally and excess time taken as vacation.

The supervisor approves the scheduling of retreats to maintain both spiritual nurture and good work flow; the supervisor also approves reimbursement of retreat and travel expenses within budgeted limits.

D. HEALTH AND PERSONAL LEAVES

1. HEALTH LEAVE

- a. Regular Full-time employees earn up to a maximum of 16 days a year, or one and 1/3 days (10 2/3 hours) for each full month's work, of Health/Personal Leave, which can be used for health leave in case of personal illness. Health/Personal Leave is pro-rated for Regular Part-Time employees.
- b. During the first three months of service, health leave can only be called on as earned: after that, an employee may draw in advance the leave for personal illness to be earned during the contract year.
- c. Employees are expected to notify their supervisor when they cannot work because of illness. Upon returning to work, an employee shall report the amount of health leave taken to the supervisor.
- d. The limit for accumulated health leave is the number of health leave days that an employee would accrue in two years.

2. PERSONAL LEAVE

- a. Up to ten days of the Health/Personal leave of a Regular Full-Time employee can be used as personal leave as needed in any one contract year (Regular Part-Time personal leave is pro-rated).
- b. Personal leave is to be used to meet personal needs such as death or illness in the family, or other emergencies. Any time taken as personal leave must be approved by the employee's supervisor.
- c. Notice should be given as for vacation time or health leave, as appropriate.
- d. Personal leave time shall not be saved and added to future vacations or sabbaticals.

3. MATERNITY/PATERNITY/ADOPTION LEAVE

- a. An employee may take three months absence from work for maternity, paternity or adoption, of which six weeks will be paid leave. Vacation and health leave may be added to the six weeks. Fringe benefit coverage will continue for the full three months, in any case.
- b. Notice for maternity, paternity, or adoption leave should be given as for vacation time or health leave, as appropriate.

4. LEAVE OF ABSENCE WITHOUT PAY

- a. An employee may apply for a leave without pay for purposes which may include study, service with another organization, and personal renewal. The Personnel Committee will consider applications on a case by case basis.
- b. Approval of the supervisor and Personnel Committee shall be obtained and all arrangements made at least three months in advance.

5. JURY DUTY

- a. An employee called to jury duty will be given leave with full pay for the duration of required jury service. Any jury duty compensation an employee receives from the court shall be paid over to the Yearly Meeting.
- b. The supervisor should be notified appropriately.

6. SABBATICAL LEAVE

- a. After each seven years of service, all managerial-level employees are eligible to request a six-month sabbatical at half-pay with full benefits to provide an opportunity for personal or professional development. This can be taken as either a single six-month leave or as two three-month leaves in successive years.
- b. Approval of the supervisor and Personnel Committee shall be obtained and all arrangements made at least three months in advance.

E. REPORTING AND RECORD KEEPING

1. VACATION AND LEAVE

Quarterly written reports of vacation and leave time taken shall be made to each employee's supervisor. This report shall include the nature of the time off and days taken.

2. COMPENSATORY TIME OFF

Compensatory time off (§III.C.5 and 7) shall be reported in the same way, giving dates and hours of overtime and compensatory time off.

3. NON-EXEMPT EMPLOYEES

Part-time and Temporary employees paid on an hourly basis will submit signed timesheets to their supervisor on schedule as a basis for their pay.

VII. EXPENSES

A. Budgets

Expense budgets for the following contract year are developed jointly by YM Secretary beginning in January (the fourth month of the fiscal year). Final expense budget recommendations are submitted to the Personnel Committee who will include these as part of the "NEYM Staff Expense" section of the Yearly Meeting Budget submitted to the Finance Committee. Further consultations may take place between the two committees in setting the expense budget.

B. Reimbursement

Expenses are reimbursed according to approved expense budgets upon timely submission of expense sheets, vouchers and receipts. Expense sheets are submitted monthly to the Treasurer for payment and copied to the Supervisor. When expenses can be anticipated with reasonable exactness, they may be disbursed in advance.

C. Automobile Expenses

1. When an employee's automobile is used for Yearly Meeting business travel, the expense will be reimbursed on the basis of miles traveled. Any expense related to traveling from home to the Yearly Meeting office is not reimbursable.
2. Mileage reimbursement is at the current rate for business use set by the Internal Revenue Service. At the beginning of each calendar year, the Yearly Meeting Treasurer shall inform all employees of the rate.

D. Other Expenses

Other reimbursable expenses consist of meals and other living expenses incurred on overnight trips, expenses incurred at the request of a Yearly Meeting committee, and long-distance telephone calls made on Yearly Meeting business when out of the office.

E. Conferences

Fees for attendance at Yearly Meeting sessions by Regular Full-Time employees are covered by the Sessions budget. Expenses for other work-related conferences will be reimbursed as above; however, participation in the conference must be part of the work plan approved by the supervisor and must be within the limitations of the expense budget.

F. Cash Advances

The Administrative Secretary may issue cash advances for expenses through procedures approved by the Treasurer.

VIII. PROFESSIONAL EXPECTATIONS

A. CHILD SAFETY

Youth programs for New England Yearly Meeting are called to build a Quaker spiritual community of joy, love and affirmation for our children and staff. We create God's peaceable world through worship, shared work, play and song, fostering safe trusting relationships between generations. This deep respect for each person allows us to be our true selves and develop our spiritual lives. In this community, our children grow, knowing that God is there to be found and experienced.

SCREENING

Individuals being considered for staff positions within the Yearly Meeting whose primary function is for programs for children and youth will be expected to provide information for a personal background check before the hiring process can be completed.

EXPECTATIONS

Staff in NEYM have been given a sacred trust – to help the youth and children of NEYM grow in the Spirit, and to grow safely. They will follow guidelines and policies of the Yearly Meeting and will work with the appropriate committees promulgating and administering policies to advance an environment of trust and safety. In light of this responsibility, staff are called on to meet specific expectations in their work with children:

1) Appropriate interpersonal boundaries – Adults should model respectful and nurturing behavior – youth will follow their lead. Adults should be attentive to appropriate dress, use of language, and demonstrations of affection and encouragement. Adults should never intentionally engage in contact with the “bathing suit” area of a child/youth's body.

Whenever questions arise about appropriate expressions of affection, youth workers are reminded that they are the adults, and they have the responsibility to behave maturely. All persons have different comfort levels with touch, and youth workers should be sensitive to each individual's boundaries.

2) There should be no sexualized behavior – Teasing and joking with sexual overtones and content is not acceptable. A frank and sensitive addressing of issues of gender and sexuality, particularly with the junior high and high school-age youth, is an important part of any youth program, but staff should be mindful of the context of their comments and behavior.

3) “Friendship” with youth – Staff can serve as important mentors and guides for youth, and in this way might be seen as friends to individual youth. But staff are counseled that the Friends programs are to serve the children and youth, and not the needs of the workers. A youth worker that “needs” young friends may present boundary problems for both youth and children and other staff. Any relationship with youth and children outside of the program should be undertaken only with the knowledge and consent of the youth or child's parent or guardian, and supervisory staff should be made aware of those activities.

4) Staff are responsible not only for children and youth, but to their families and NEYM as well. Staff that suspect that a child or youth is a victim of abuse or neglect, is suicidal, or has a serious drug problem, must not keep such information to themselves. For this reason, children should not be given the impression that secrets will be kept. For the most part, a covenant of confidentiality will mean that information shared will not be repeated. However, when the information is of a

crisis nature, staff should encourage the child or youth to seek help from a parent or other authority figure. In addition, staff **MUST** consult with a person of greater authority in the program about an appropriate course of action.

REPORTING AND RESPONDING

Should any staff person suspect that abuse or neglect has occurred, they will immediately report it to the program coordinator. The program coordinator will report to the appropriate legal authorities, according to the mandate policy of the particular state they are in. (Be aware that some states require reporting within 24 hours.)

If reporting to the youth coordinator is not feasible or advisable, the staff person should report to the Religious Education Secretary, the YM Secretary or the Clerk of Permanent Board, in that order.

B. SEXUAL HARASSMENT

Each New England state has passed a specific law prohibiting sexual harassment. While varying on specific employee notification and training requirements, each does require employers to notify employees of the illegality of sexual harassment and to include a procedure for reporting sexual harassment. While Friends' practice should preclude such a situation it would be disingenuous to expect that it could not happen among Friends.

It is the goal of New England Yearly Meeting to promote a workplace that is free of sexual harassment. Sexual harassment of employees occurring in the workplace or in other settings in which employees may find themselves in connection with their employment is unlawful and will not be tolerated. Further, any retaliation against an individual who has complained about sexual harassment or retaliation against individuals cooperating with an investigation of a sexual harassment complaint is similarly unlawful and will not be tolerated. To achieve our goal of providing a workplace free from sexual harassment, the inappropriate conduct that is described in this policy will not be tolerated. Further, we have provided a procedure by which inappropriate conduct will be dealt with if encountered by employees.

Because New England Yearly Meeting takes allegations of sexual harassment seriously, we will respond promptly to complaints of sexual harassment and where it is determined that such inappropriate conduct has occurred, we will act promptly to eliminate the conduct and impose such corrective action as is necessary, including disciplinary action where appropriate.

Definition of Sexual Harassment

In Massachusetts, the legal definition for sexual harassment is this: "sexual harassment" means sexual advances, requests for sexual favors, and verbal or physical conduct of a sexual nature when: submission to or rejection of such advances, request, or conduct is made either explicitly or implicitly as a term or condition of employment or as a basis for employment decisions; or, such advances, requests, or conduct have the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, humiliating or sexually offensive work environment.

Under these definitions, direct or implied requests by a supervisor for sexual favors in exchange for actual or promised job benefits such as favorable reviews, salary increases, promotions, increased benefits, or continued employment constitutes sexual harassment. The legal definition of sexual harassment is broad and in addition to the above examples, other sexually oriented conduct, whether it is intended or not, that is unwelcome and has the effect of creating a work

place environment that is hostile, offensive, intimidating, or humiliating to male or female workers may also constitute sexual harassment.

While it is not possible to list all those additional circumstances that may constitute sexual harassment, the following are some examples of conduct which if unwelcome, may constitute sexual harassment – depending upon the totality of the circumstances including the severity of the conduct and its pervasiveness: Unwelcome sexual advances – whether they involve physical touching or not; sexual epithets, jokes, written or oral references to sexual conduct, gossip regarding one's sex life; comment on an individual's body; comment about an individual's sexual activity, deficiencies, or prowess; displaying sexually suggestive objects, pictures, cartoons; unwelcome leering, whistling, brushing against the body, sexual gestures, suggestive or insulting comments; inquiries into one's sexual experiences; and discussion of one sexual activities.

All NEYM employees should take special note that, as stated above, retaliation against an individual who has complained about sexual harassment, and retaliation against individuals for cooperating with an investigation of a sexual harassment complaint is unlawful and will not be tolerated by the Yearly Meeting.

Complaints of Sexual Harassment

If any of our employees believes that s/he has been subjected to sexual harassment, the employee has the right to file a complaint with our organization. This may be done in writing or orally.

If you would like to file a complaint you may do so by contacting the clerk of Permanent Board at the address and number available in the Yearly Meeting Minute book.

In the event that the complaint is filed concerning the clerk of Permanent Board, the clerk of the Personnel Committee is also available to discuss any concerns you may have and to provide information to you about our policy on sexual harassment and our complaint process.

Sexual Harassment Investigation

When we receive the complaint we will promptly investigate the allegation in a fair and expeditious manner. The investigation will be conducted in such a way as to maintain confidentiality to the extent practicable under the circumstances. Our investigation will include a private interview with the person filing the complaint and with witnesses. We will also interview the person alleged to have committed sexual harassment. When we have completed our investigation, we will, to the extent appropriate, inform the person filing the complaint and the person alleged to have committed the conduct of the results of that investigation.

If it is determined that inappropriate conduct has occurred, we will act promptly to eliminate the offending conduct, and where it is appropriate we will impose disciplinary action.

Disciplinary Actions

If it is determined that inappropriate conduct has been committed by one of our employees, we will take such action as is appropriate under the circumstances. Such action may range from counseling to termination of employment, and may include such other forms of disciplinary action as we deem appropriate under the circumstances.

If the inappropriate conduct has been committed by a member of the Yearly Meeting community who is not an employee of the Yearly Meeting, the clerk of the Ministry and Counsel Committee will be involved in the process of eliminating the offending conduct and taking necessary actions.

State and Federal Remedies

In addition to the above, if you believe you have been subjected to sexual harassment, you may file a formal complaint with either or both of the government agencies set forth below. Using our complaint process does not prohibit you from filing a complaint with these agencies. Each of the agencies has a short time period for filing a claim (EEOC – 300 days; MCAD – 6 months).

- The United States Equal Employment Opportunity Commission (EEOC), One Congress Street – 10th Floor, Boston, MA 02114 Tel.: 617.565.3200
- The Massachusetts Commission Against Discrimination (MCAD), Boston Office: One Ashburton Place, Boston, MA 02108 Tel.: 617.727.3990

IX. PROVISIONS FOR REVISION

This Policy Manual is not to be considered a contract as elements of it may be changed at any time by action of the Personnel Committee and approval of the Permanent Board. One cannot assume that older versions of policies have precedence; if “grandfather” provisions are created they will be specifically noted. The employment letter should be referred to for specific information.

Suggestions for changes in or additions to the Personnel Policies Manual may originate with employees or the Personnel Committee. After discussion, the Personnel Committee presents proposed changes to the Permanent Board for its approval.

The appendices and attachments are included as a guide for the Personnel Committee and others in implementing the policies detailed in the manual. These can be changed by action of the Personnel Committee unless otherwise restricted in the manual.

APPENDIX A. MODEL EMPLOYMENT LETTERS

1. Model Employment Letter for Regular Full-time Employees (revised 2010)

<<date>>

Dear <<name>>,

This letter serves as a continuing employment agreement between you and New England Yearly Meeting (NEYM) for the full-time program position of <<insert job title>>. Expectations with regard to the position's duties, responsibilities and relations with the NEYM are stated in the Staff Work Plan for Fiscal Year 20xx, your job description, and the NEYM Personnel Policy Manual.

Your employment continues through September 30, 20xx. Your compensation includes:

- A salary at the annual rate of \$xx,xxx for this period (a monthly amount of \$x,xxx.xx).
- An employer retirement contribution equal to 10% of your salary. You may also contribute to your personal ING-Tax Deferred Annuity plan.
- A health plan benefit of XX% of your premium cost for either a single person, parent/child, couple, or family plan on the Yearly Meeting's health insurance plan; you will pay the difference between the Yearly Meeting amount and the full cost of your health insurance. You may choose to participate in the available dental plan at your own expense.
- You will also be listed on the NEYM group disability income benefits plan.

Federal income tax, Social Security, FICA, and Medicare taxes will be withheld from your salary. A Flexible Benefits Plan (Section 125) is also available to NEYM employees, which can be established each year for medical and dental expenses as well as for dependents. Documents explaining the plan are on file in the office.

The position's other benefits, in keeping with detail in the Personnel Policy Manual, include:

- 15 paid Vacation Days
- 10 paid Holidays
- Health leave
- Personal leave
- Maternity, paternity and adoption leave
- Full pay for jury duty

You will be expected to attend New England Yearly Meeting Sessions. The <<Position Title>> is under the supervision of the <<appropriate title>> (<<appropriate name>>).

Within budget limits, your supervisor may approve reimbursement for your attendance at conferences, trainings, seminars, and similar events connected with your work for the Yearly Meeting. You will provide your supervisor and the Youth Programs Committee with reports of your work and expenses, as described in the Staff Work Plan. You will also participate in an annual review and self-reflection that your supervisor will arrange with you.

This letter and the Personnel Policy Manual are intended to be guidelines to facilitate a mutually beneficial arrangement of service and support necessary to carry out the work of New England Yearly Meeting. More important than the specific arrangements, however, is the degree of our caring, our willingness to work in harmony with one another, and our ability to be open to God's leadings.

Your signature below is your formal acceptance of NEYM's appointment and proposed conditions of employment. Please keep one of the two original, fully signed documents and return the other directly to the Yearly Meeting Office for filing.

On behalf New England Yearly Meeting of Friends *[to be signed in duplicate]*

<<YM Secretary name>>
Yearly Meeting Secretary

Date

<<employee name>>

Date

cc: (upon both signatures): Treasurer, Clerk of Personnel Committee

2. Model Employment Letter for Regular Part-time Employees (revised 2010)

<<date>>

Dear <<name>>,

This letter serves as an employment agreement between you and New England Yearly Meeting (NEYM) for the regular full-time position of <<insert job title>>. Working with <<insert brief description of the job, including relevant Committee(s) as necessary>>. Further expectations with regard to the position are stated in the Staff Work Plan for Fiscal Year 20XX, your job description, and the NEYM Personnel Policy Manual.

Your employment continues through September 30, 20XX.

- You will work an average of XX hours/week for a total annual salary of \$XX,XXX to be paid in monthly installments of \$X,XXX.XX/month.
- You will receive an employer retirement contribution equal to 10% of your salary. You may also contribute to your personal ING-Tax Deferred Annuity plan.
- A Flexible Benefits Plan (Section 125) is also available to NEYM employees, which can be established each year for medical and dental expenses as well as for dependents. Documents explaining the plan are on file at the NEYM office.
- Federal and Massachusetts personal income taxes, Social Security, FICA and Medicare taxes will be withheld from your salary.

The position's other benefits, in keeping with detail in the Personnel Policy Manual, include (*prorated half-time*):

- 7.5 paid Vacation Days
- 5 paid Holidays
- Health leave
- Personal leave
- Maternity, paternity and adoption leave
- Full pay for jury duty

You will be expected to attend New England Yearly Meeting Sessions. The <<insert job title>> is under the supervision of the Yearly Meeting Secretary (<<YM Secretary name>>). Within budget limits, your supervisor may approve reimbursement for your attendance at conferences, trainings, seminars, and similar events connected with your work for the Yearly Meeting. You will provide your supervisor and the <<insert relevant Committee(s) reference as necessary>> with regular reports of your work and expenses, as described in the Staff Work Plan. You will also participate in an annual review and self-reflection that your supervisor will arrange with you.

This letter and the Personnel Policy Manual are intended to be guidelines to facilitate a mutually beneficial arrangement of service and support necessary to carry out the work of New England Yearly Meeting. More important than the specific arrangements, however, is the degree of our caring, our willingness to work in harmony with one another, and our ability to be open to God's leadings.

Your signature below is your formal acceptance of NEYM's appointment and proposed conditions of employment. Please keep one of the two original, fully signed documents and return the other directly to your supervisor.

New England Yearly Meeting of Friends *[to be signed in duplicate]*

<<YM Secretary name>>
Yearly Meeting Secretary

Date

<<employee name>>

Date

cc: (upon both signatures): Treasurer, Clerk of Personnel Committee

3. Model Employment Letter for Employees Considered Ministers Under IRS Regulations (revised 2010)

<<date>>

Dear <<name>>,

<<If employee appointed by NEYM annual Sessions>> By action of the XXX annual session of New England Yearly Meeting you have been continued in the regular full-time position of <<insert job title>>

This letter serves as an employment agreement between you and New England Yearly Meeting (NEYM). Expectations with regard to the position are stated in the Staff Work Plan for Fiscal Year 20xx, your job description, and the NEYM Personnel Policy Manual.

The referenced position performs, at the Yearly Meeting level, all the functions of Friends ministry that may be required. The position's housing allowance is an income tax-free housing allowance. Your annual ministerial housing allowance, paid in monthly installments, is \$xx,xxx.

Your employment continues through September 30, 20xx. Your compensation includes:

- A salary at the annual rate of \$xx,xxx for this period (a monthly amount of \$x,xxx.xx).
- An employer retirement contribution equal to 10% of your salary. You may also contribute to your personal ING-Tax Deferred Annuity plan.
- A health plan benefit of XX% of your premium cost for either a single person, parent/child, couple, or family plan on the Yearly Meeting's health insurance plan; you will pay the difference between the Yearly Meeting amount and the full cost of your health insurance. You may choose to participate in the available dental plan at your own expense.
- You will also be listed on the NEYM group disability income benefits plan.

Federal income tax will be withheld from your salary. A Flexible Benefits Plan (Section 125) is also available to NEYM employees, which can be established each year for medical and dental expenses as well as for dependents. Documents explaining the plan are on file in the office.

The position's other benefits, in keeping with detail in the Personnel Policy Manual, include:

- 15 paid Vacation Days
- 10 paid Holidays
- Health leave
- Personal leave
- Maternity, paternity and adoption leave
- Full pay for jury duty

You will be accountable to the Permanent Board through your supervisor chosen from among the members of the Coordinating and Advisory Committee. Within budget limits, your supervisor may approve reimbursement for your attendance at conferences, training seminars, retreats and similar events connected with your work for the Yearly Meeting. You will provide your Supervisor with monthly reports of your work and expenses. You will participate in an annual evaluation of your work. The Personnel Policy Manual states the details of the evaluation process.

New England Yearly Meeting's hope is for a mutually beneficial arrangement of service and support to carry out the work of Yearly Meeting. More important than the specific arrangements proposed by this letter, and as contained in the Policy Manual, are a mutual caring and willingness to work in harmony with one another. May we be open to God's leadings.

Your signature below is your formal acceptance of NEYM's appointment and proposed conditions of employment. Please keep one of the two original, fully signed documents and return the other to the NEYM Office.

New England Yearly Meeting of Friends

<<job title>>

Clerk, Permanent Board

Date

<<name>>

Date

cc: (upon both signatures): Supervisor; Clerk, Personnel Committee; Treasurer

APPENDIX B. EMPLOYEE INFORMATION FORM

This form shall be filled out upon hiring, and shall include the following information:

Employee's Name

Home Address

Mailing Address (if different)

Social Security Number

Telephone Numbers

Email Address

Other contact information

Emergency Contact information:

Who should be notified in case of medical or other emergency?

What is their relationship to you?

What is the best way to contact them?

Medical Contact information, if needed.

Medical Insurance Carrier (if not through NEYM provider)

The employee is responsible for keeping this information current.

ATTACHMENTS

JOB DESCRIPTIONS FOR STAFF

Yearly Meeting Secretary

PB Approved

Primary Function

The Yearly Meeting Secretary uses skills in administration, communication, and pastoral care to support Friends in doing the work of God. The Secretary listens to and communicates effectively with all the elements of the Yearly Meeting—Monthly Meetings, Quarterly Meetings, committees, and individuals—assisting them to be informed, educated, and inspired in their spiritual and practical religious activities. The Secretary has primary responsibility for ensuring that all Yearly Meeting staff work to achieve the goals articulated by the Yearly Meeting, and serves a key role in the planning process bringing those goals forward. This is a full-time position that will require some weekend and evening hours, at times requiring more than 40 hours per week.

Supervision and Oversight

The Yearly Meeting Secretary will report and be accountable to the Coordinating and Advisory Committee (C&A) and will be supervised by a member of that committee as designated by the committee.

Qualifications

The Yearly Meeting Secretary shall be a member of the Religious Society of Friends with a deep understanding of Quaker beliefs, testimonies, traditions and practices. Skills required include well-developed administrative and non-profit management skills, as well as excellent capability in spiritual leadership, pastoral counseling, organizing, teaching, speaking and writing. The YM Secretary must be able to write and edit clear expository prose, to delegate and supervise the work of others, be comfortable and current with all forms of electronic communications, and respond appropriately to a wide variety of inquiries.

Responsibilities and Duties

Administrative

- Create an annual plan of work for the Yearly Meeting staff in consultation with the C&A Committee, setting priorities and goals to meet the requirements of the Yearly Meeting.
- Create a budget for all staff costs, consulting with C&A Committee for discernment, to share with Finance Committee in the annual budget process. Lead in the creation of a Yearly Meeting Priorities Budget Proposal. Consult in the process of fund raising for the Yearly Meeting to meet budget goals.
- Supervise staff (Excluding the Camp Director.): includes hiring, providing orientation, evaluating and coaching. Supervise personnel matters for staff, in consultation with Personnel Committee and Treasurer. Administer Personnel Policies.
- Meet regularly with staff to coordinate work and to plan how to meet the needs of the Yearly Meeting including services to the Annual Sessions, Committee Days, and monthly and quarterly meetings.
- Provide reports for C&A and Permanent Board as needed.
- Assist the Yearly Meeting in the management of properties and other legal matters.

Program Supervision

- Direct preparation for, and execution of, the physical arrangements of Yearly Meeting Sessions; assist with the development and implementation of plans and budget for the Yearly Meeting Sessions program.
- Assist staff in the planning of other programs for the Yearly Meeting.

Pastoral

- Minister to the spiritual needs of constituent Meetings, groups and individuals within the Yearly Meeting and nurture Friends' concerns, including peace and justice.
- Support the Yearly Meeting committees under the guidance of the C&A Committee.
- Work with Yearly Meeting Ministry and Counsel to create a structure to meet the pastoral needs of the Yearly Meeting, calling forth the ministry of others and providing assistance and support.
- Maintain direct communication with monthly and quarterly meetings through visitation and correspondence and bring Friendly support and news of Quaker activities, connecting the funding needs of the Yearly Meeting with its mission.
- Provide consultation to local meetings as needed and requested.

Staff Community

- Strive to form with the staff, a loving and worshipping community, responsive to one another and the Yearly Meeting.
- Provide leadership for the staff team with a shared responsibility for encouraging the spiritual growth and unity of purpose of the Yearly Meeting.

Liaison

- Maintain appropriate liaison relationship with Friends General Conference, Friends United Meeting, and Friends World Committee for Consultation.
- Assist with hosting and planning travel and visitation within the Yearly Meeting for visiting Friends.
- Maintain communication with and provide assistance to the Presiding Clerk and the Clerk of the Permanent Board.
- Serves *ex officio* as a member of the Coordinating and Advisory Committee, and on Sessions and Ministry and Counsel committees. Participate as an *ex officio* member of the Permanent Board, and the Executive Committee of the New England Region of the American Friends Service Committee
- Represent the Yearly Meeting as appropriate.

Accountability

- Be accountable to Permanent Board through the C&A Committee and appointed supervisor.
- Have a thorough knowledge of the Personnel Policy Manual policies and procedures.
- Submit expense reimbursement requests, monthly reports, travel logs and time logs in a timely fashion.
- Participate in annual performance appraisal.

New England Yearly Meeting
JOB DESCRIPTION - DIRECTOR, FRIENDS CAMP
approved 11/15/03

General Statement

Friends Camp is a small residential Quaker summer camp located near China Lake in South China, Maine. The camp is open from June through August for four two-week sessions and serves children ages 7-17. Besides the regular camp season, the camp is available to groups during the shoulder seasons for retreats, workshops, and meetings. The Friends Camp Director is a full time position requiring extended hours during the camp season. Off season hours will vary, with the intent that the position requires an average of 40 hours-per-week on an annual basis.

Supervision/Oversight

In general, the director is responsible for planning, directing and supervising all operations of the camp, working under the administrative oversight of the Friends Camp Committee and the Permanent Board of New England Yearly Meeting.

Qualifications

The director should have a heartfelt appreciation of and dedication to Quaker traditions and ways of doing business and should preferably be a member of the Religious Society of Friends. The director should have a bachelor's degree or other professional certification, at least two seasons of camp administrative experience, experience working with young people, and be at least 25 years of age. The director should be self-motivated with strong leadership skills. Additionally, the director should have the abilities to recruit and supervise both staff and campers; to plan, originate, organize and carry out the summer program; and to represent camp publicly to a variety of constituent groups. A CORI check will be required. Current certifications in CPR and First Aid are highly desirable.

Responsibilities and Duties

I COLLEGIAL

- a. Maintaining regular contact with the Youth and Education Secretary and YM Secretary. Work with the Youth and Education Secretary to identify and implement ways that the camp can be used as part of the outreach to Yearly Meeting youth.
- b. Maintaining a good working relationship with the Administrative Secretary on matters of mutual concern.
- c. Attending Yearly Meeting to be available to speak with parents, campers, and all interested attenders, and to make reports as invited by the Clerk.
- d. Attending regularly scheduled Camp Committee meetings.

II MANAGERIAL

- a. Assist the Camp Committee in developing camp goals. Define, plan and implement a program to reflect camp goals and to comply with local and state regulations.
- b. Originate and carry out a system for recruiting (and registering) campers and staff utilizing brochures, telephone calls, advertisements, camp's web site, alumni, Camp Fairs, presentations to Monthly & Quarterly Meetings, etc.
- c. Prepare and conduct pre-camp and in-service staff trainings.

- d. Order or supervise the ordering of food, supplies and equipment, and arrange for proper distribution.
- e. Develop routines, schedules and procedures for camp operation.
- f. Assign staff activities and other responsibilities.
- g. Assign staff and campers to cabins.
- h. Set and supervise office procedures, opening- and closing-day procedures for staff and campers.
- i. Organize and/or approve trips out of camp for programs, supplies and crisis management.
- j. Monitor safety and all procedures as they pertain to the complete supervision of all campers and staff.
- k. Maintain and review records and evaluations of all programs, operations, staff and facilities. (See Section VI – Financial for more details)
- l. Supervise and assist the bookkeeper in the keeping of orderly and accurate records.
- m. Work with the Camp Committee to identify and cultivate potential donors.
- n. Promptly acknowledge all donations to camp in the correct form.
- o. Plan, direct and supervise all off-season camp sponsored programs.
- p. Schedule and coordinate the use of camp facilities by user groups. Act as camp's agent in preparing rental agreements and in making any required arrangements for special equipment or support staff. Prepare and implement a plan for soliciting off season rentals.
- q. Ensure proper physical maintenance of the camp by working closely with the Site Manager.
- r. Maintain contact with the caretakers to resolve maintenance issues, collect rent, and do overall site evaluation.
- s. Maintain a smooth working relationship with the Friends Camp Committee, providing regular reports of activities and keeping in communication with various members of the committee, consulting with the committee on program and budget when necessary, and fostering committee involvement.

III PROFESSIONAL

- a. Maintain an awareness of current state laws and regulations regarding camp standards.
- b. Network with other camp professionals.
- c. Actively participate in the Quaker Information Network, a group of directors of Quaker Camps.
- d. Stay current with youth issues concerning health, education and welfare.
- e. Identify and take advantage of training opportunities.

IV PASTORAL

- a. Work to create a camp environment where Friends' values are a part of every day life.
- b. Ministering to the spiritual needs of the campers, creating a space for them where they are valued people and feel that it is safe to be themselves.
- c. Counseling campers and staff, encouraging youth leadership.

V EDITORIAL

- a. Develop and maintain materials for camper enrollment (brochure, health form, etc.)
- b. Develop and maintain employment applications and agreements so that they are current and legally correct.
- c. Oversee the development and maintenance of camp's web site.
- d. Assist the Camp Committee in preparing and distributing an annual appeal for donations.
- e. Work with the Camp Committee to design and distribute other fund raising materials.
- f. Develop and maintain manuals (Staff, Waterfront, Medical, etc.) as needed.
- g. Develop and maintain job descriptions for all staff.
- h. Develop and maintain camp's risk management and emergency action plans.
- i. Develop and implement a system for collecting evaluations from campers, parents, staff & user groups. Collate and analyze the results. Share the results with the Camp Committee.
- j. Submit a written annual report to Yearly Meeting Sessions.
- k. Prepare quarterly reports for the Camp Committee, including a comprehensive report at the end of each summer describing how the summer went, touching on staff evaluations, camper census data, feedback from campers, parents & staff, the condition of the physical plant, and recommendations for the following season.

VI FINANCIAL

- a. Work with the Treasurer and the Camp Committee to develop an operations budget for camp, including recommended camper fees.
- b. Work with the Treasurer and the Camp Committee to develop budgets and plans for capital projects.
- c. Expend funds for camp activities in accord with the approved budget and financial management policies established by the Camp Committee.
- d. Receive, review and approve all bills prior to payment. Receive and deposit all payments.
- e. Handle overdue camp registration payments, bounced checks, and other special situations.
- f. Receive and process requests for camperships (Tuition Assistance.)
- g. Process Payroll as required.
- h. Oversee the maintenance of income and expense records for the camp.
- i. Prepare Income and Expense reports for the Treasurer and the Camp Committee.
- j. Maintain and review on an annual basis camp's insurance coverage.

VII ACCOUNTABILITY

- a. Be accountable to the Camp Committee. Be accountable to the Supervisor in matters pertaining to Yearly Meeting Personnel policies, particularly the annual performance appraisal.
- b. Be familiar with the Personnel Policy Manual policies and procedures.
- c. Communicate regularly with Supervisor and Camp Committee.
- d. Participate in an annual performance appraisal, as described in the Personnel Policy Manual.

New England Yearly Meeting
JOB DESCRIPTION – COMMUNICATIONS DIRECTOR
Approved 2.09.09

Primary Function

The Communications Director manages internal and external communications serving as a hub for the flow of information for the Yearly Meeting, and provides administrative support for its operation. This is a full-time position that may require some weekend and evening hours, at times requiring more than 40 hours per week.

Supervision and Oversight

The Communications Director is supervised by the Yearly Meeting Secretary, and communicates frequently with Yearly Meeting Committee clerks, and officers of the Yearly Meeting. The Communications Director supervises assigned administrative staff and volunteers.

Qualifications

The position requires significant experience in Friends' procedures and practices, therefore preference will be given to be a member of the Religious Society of Friends. Office skills required include word-processing, desktop publishing, database management, web site management, financial record keeping, budgeting, scheduling, and use of office equipment. The Communications Director must be able to write and edit clear expository prose, to delegate and supervise the work of others, and respond appropriately to a wide variety of inquiries. Excellent listening, telephone, and organizational skills are required.

Responsibilities and Duties

Communication and Publications

- Respond to inquiries and concerns in a thoughtful and faithful manner ministering to the needs of inquirers.
 - Coordinate the Yearly Meeting calendar.
- Support the Yearly Meeting committees assisting with mailings.
- Arrange Committee Days.
- Coordinate assembly, preparation and distribution of Annual Sessions Minute Book
- Direct the work on the Yearly Meeting web site.
- Edit and publish the NEYM quarterly publication, *The New England Friend*.
- Assist in production of the Young Friends newsletter, *The Crier*.
- Manage inventory, sale and distribution of Yearly Meeting publications.

Administrative

- Meet regularly with Yearly Meeting Secretary and other staff to coordinate work and to plan how to meet the needs of the Yearly Meeting including services to the Annual Sessions, Committee Days, and monthly and quarterly meetings.
- Work with the Yearly Meeting Secretary to prioritize, plan, and organize the work of the office.
- Recruit and supervise voluntary and paid staff for office needs as assigned.

- Supervise the work of contractors hired for office tasks as assigned.
- Work with the Yearly Meeting Secretary, the Sessions Committee, and Registrar in planning for the Annual Sessions. Respond to on-site needs and concerns at Sessions.

Information Management

- Maintain appropriate records and files, providing access to current information on Yearly Meeting staff and committee activities.
- Maintain the Yearly Meeting database for the membership, Meetings, and Worship Groups.
- Coordinate bulk mailings to constituent bodies of the Yearly Meeting.
- Maintain office equipment and supply inventory.
- Support administrative needs of Yearly Meeting committees as needed.
- Compile and present the annual statistical report to NEYM Sessions.

Staff Community

- Strive to form with the staff, a loving and worshipping community, responsive to one another and the Yearly Meeting.
- Provide leadership for the staff team with a shared responsibility for encouraging the spiritual growth and unity of purpose of the Yearly Meeting.

Liaison

- Attend such committee meetings and events as seem appropriate in consultation with Yearly Meeting Secretary.
- Represent the Yearly Meeting when appropriate.
- The Communication Director is, *ex officio* on Communications and Publications, Sessions Committee, and Development Committee.

Accountability

- Be accountable to the Permanent Board through the Yearly Meeting Secretary.
- Be familiar with Personnel Policy Manual policies and procedures.
- Communicate regularly with Yearly Meeting Secretary.
- Submit expense reimbursement requests, monthly reports, travel logs and time logs in a timely fashion.
- Participate in annual performance appraisal.

New England Yearly Meeting of Friends
JOB DESCRIPTION
JUNIOR YEARLY MEETING and JUNIOR HIGH YEARLY MEETING
PROGRAMS COORDINATOR

Primary Function

The primary function of the JYM and JHYM Programs Coordinator is to minister to elementary and junior high-aged Friends in NEYM through the coordination and supervision of the JYM and the JHYM retreat program. The purpose of the retreat programs is to provide a safe and trusting community in which young people can seek to find that of God in themselves and in each other in a joyous and loving circle, grounded in the Religious Society of Friends. Pastoral care, information and referral services, and general communication between retreat weekends to the young people and their families is a significant component of this work. This is a full-time position including a significant number of weekend commitments.

Supervision/Oversight

The JYM and JHYM Programs Coordinator works for the Yearly Meeting under the supervision of the Yearly Meeting Secretary; working closely with the Youth Programs Committee and other Yearly Meeting Staff. The Coordinator supervises Resource People (volunteers who staff retreats).

Qualifications

The JYM and JHYM Programs Coordinator shall be a member of the Religious Society of Friends (or a long-term participant in Friends activities), with a strong understanding of Quaker testimonies and practice. Additional qualifications include academic training and experience in working with young people (past experience working with young people in a Friends setting is preferred). The JYM and JHYM Programs Coordinator will be a witness for Friends' testimonies, have strong communication skills including an ability to write and edit clear expository prose, and possess demonstrated skills and experience in delegating and supervising the work of others, and in responding appropriately to a wide variety of inquiries. The Coordinator must submit information for a full background check.

Responsibilities and Duties

Pastoral and Programmatic

- Minister to the spiritual needs of elementary and junior high-aged Friends in the Yearly Meeting. Develop, logistically coordinate, and lead a minimum total of ten JYM and JHYM retreats during the year.
- When called upon and as way opens, attend to and minister among retreat attenders, their family members and retreat staff in times of loss, crisis, or other challenging life events.
- Recruit, screen, and nurture teen and adult leaders to work with young people as retreat and Sessions program staffers.
- Supervise all who interact with the JYM and JHYM programs, including maintaining appropriate procedures for child safety following Yearly Meeting guidelines and procedures.

- Assist Youth Programs Committee with the development and implementation of the youth programs at Annual Sessions, with direct responsibility for the JYM and JHYM Programs, providing support, oversight and leadership in partnership with program coordinators.
- Visit monthly and quarterly meetings as able to maintain direct communications.
- Provide consultation and support to local meetings as needed and requested.

Staff Community

- Yearly Meeting staff are expected to constitute a team accepting shared responsibility for encouraging the spiritual growth and unity of purpose of the Yearly Meeting. They meet regularly to coordinate work and to plan how to meet the needs of the Yearly Meeting, including services to the Annual Sessions, Committee Days, youth programs and monthly and quarterly meetings.
- Assist in the planning of budgetary and financial processes with the Yearly Meeting Secretary, coordinating as needed with the Accounts Manager.
- With the other Yearly Meeting staff strive to form a loving and worshipping community, responsive to one another and the Yearly Meeting.

Information Management

- Develop budgets and maintain financial records for the JYM and JHYM Retreat programs.
- Maintain a database of information on work with the JYM and JHYM Programs including their residential and email lists.
- Assist the NEYM office in maintaining a current database for each program.
- Maintain and catalog the two libraries of books for JYM Retreats and JHYM Retreats.

Communications

- Manage, promote and maintain the JYM-JHYM Retreat Web site, adding articles and features to promote programs, enhance community, and disseminate current information.
- Initiate and use additional online formats.
- Contribute articles to the *New England Friend* on youth activities.

Liaison

- Maintain appropriate liaison relationship with applicable youth programs of Friends General Conference, Friends United Meeting, Friends World Committee for Consultation, and youth workers of other Yearly Meetings.
- Maintain communication with and assist clerks of Yearly Meeting Christian Education Committee, Youth Programs Committee, Young Friends, Young Adult Friends and Friends Camp.

Accountability

- Be accountable to the Permanent Board through supervisor.
- Be familiar with Personnel Policy Manual policies and procedures.
- Communicate regularly with supervisor and support/oversight committee.
- Submit expense reimbursement requests, monthly reports, travel logs and time logs in a timely fashion.
- Participate in an annual performance appraisal.

STAFF PERFORMANCE APPRAISALS PROCEDURES

Personnel Committee Approved March 9, 2010

Annual performance appraisals for Regular Full-time and Regular Part-time employees are an important part of the cycle of business for the Yearly Meeting. The process serves to support and affirm the work of the staff and to give them an opportunity to examine their roles within the Yearly Meeting, and provides an opportunity for feedback on accomplishments and areas in need of improvement.

The appraisals follow three phases which are outlined in the Personnel Policy Manual (Section III, D). **Phase One** of the process is the self-evaluation phase and begins the process, usually in eighth or ninth month of the the employment year. Included are suggested self-evaluation questions to be sent to the staff member to begin the course of action. The staff member will write a response to be sent to and shared only with his/her supervisor. (Sharing this response more broadly could tend to make the responses less frank and candid; and crafting the document for dissemination could tend to become the primary consideration of the meeting between staff member and supervisor.)

Phase Two takes place in ninth or tenth month of the employment year and includes: 1) The supervisor gathering observations from people in the Yearly Meeting who work with or witness the work of the staff member; 2) A meeting of the staff member and the supervisor, where those observations and the observations of the supervisor are shared; 3) A summary minute of the meeting is written by the supervisor, shared with the staff member and sent to the Personnel Committee. In the case of the YM Secretary the letter originates from the C&A Committee; in the case of the Camp Director, the Friends Camp Committee. This confidential minute constitutes the formal Performance Appraisal to be filed in the employee's personnel records.

Phase Three takes place shortly following the meeting with the employee and her/his supervisor. Upon the completion of a positive Performance Appraisal, the Yearly Meeting Secretary will notify the employee of their continuing employment. In the case of the YM Secretary, the C&A Committee shall review the minuted YM Secretary's Performance Appraisal and shall then recommend to Permanent Board whether the YM Secretary should be re-appointed, and under what conditions, if any. In the case of the Camp Director, the Friends Camp Committee shall review the minuted Camp Director's Performance Appraisal and shall then recommend to Permanent Board whether the Camp Director should be re-appointed, and under what conditions, if any. Permanent Board will then recommend continuing employment of the YM Secretary and the Camp Director to the annual Sessions. The Personnel Committee, the Coordinating and Advisory Committee (for the YM Secretary), or the Friends Camp Committee (for the Camp Director) may, at that point, recommend any substantial changes in the job description.

New England Yearly Meeting

Staff Performance Appraisal Phase One – Written Self-Evaluation

Please write a response to the following questions and send it to your supervisor within the next two weeks. Your responses will be used as a basis for a one-on-one conversation and will not be distributed.

1. What has given you joy in your work for the Yearly Meeting this year?

2. What were your most important achievements in your Yearly Meeting position during the past year?

3. Review the goals and objectives you established with your Staff supervisor in developing your work plan. Comment on your progress or challenges in achieving them.

4. What changes, if any, are needed to make your job description accurately reflect your current responsibilities?

5. Overall comment (a short statement of your overall experience as a Yearly Meeting employee this past year).

Request for input, NEYM Staff Appraisals

To: [Specific individuals identified by Supervisor]
From: [Superviosr's Name]
Date: Early February
Subject: Request for input, NEYM Staff Appraisals

Greetings,

We have begun the annual process of performance appraisals for the managerial-level staff members of the Yearly Meeting. You have been identified as being a person likely to be able to make some observations of <<Named Staff Member>> to be included in his/her appraisal. Your observations are not THE appraisal, but will be included with the observations of at least six others and shared with the staff member at a meeting from which we will write a summary minute. That minute will constitute the formal and confidential Performance Appraisal which will be filed, and used as a basis for Personnel Committee's recommendations to Permanent Board.

If you are willing to share your observations, I will be calling you to hear your comments. The following questionnaire should not be seen as a form to fill out, and we hope will not inhibit your communication, but as a baseline of areas to examine.

We suggest the following list of words as indicative of performance level as we look at those different areas, but you are welcome to choose your own if your prefer. And while one word can provide an informative summary, we will be looking for your observations of specifics to illustrate how the chosen words are indicative:

- Outstanding—Indicates exceptional performance
- Commendable— Performance is beyond normal requirements and competence
- Effective—Fulfills the normal job requirements with some strong points
- Needs Improvement—Performance is below job requirements, but improvement can be anticipated
- Unsatisfactory—Job performance must be improved substantially to be acceptable

Criteria areas to illustrate aspects of performance: You may not have observations for all areas, and these may not all be applicable in your mind to [Named Staff Member] anyway. Please use these to jog your memory for specific situations that you have observed in the past year. We hope you will pay particular attention to examples of Quaker leadership and spiritual gifts as you consider these categories.

Communication Skills:

Job Knowledge:

Organization and Planning:

Leadership and Supervision:

Dependability:

Initiative:

Problem Solving Ability:

Adaptability:
Professional Attitude:
Productivity:
Relationships with Others:
Specific Achievements:

Thank you for sharing your observations and thoughts. These will inform the process of supporting our staff and maintaining two-way communication between the staff members and the Yearly Meeting.

[Supervisor]

SEARCH PROCEDURES FOR MANAGERIAL LEVEL STAFF

When the YM Secretary or Camp Director position becomes or imminently will become vacant, the Permanent Board shall appoint a Search Committee of not less than 5 nor more than 10 members, including at least one member of the Personnel Committee. One member of the committee should have professional experience in the hiring process. This person shall take responsibility for insuring good search process and communication with candidates.

- a) Set a timeline - this will include dates for close of applications, discernment, and preliminary interviews; and tentative dates for second interviews. The timeline may be determined in part by the timing of a presentation to PB.
- b) Submit advertising. A page at NEYM may be the core, but notice of the opening should be sent to Monthly Meetings, and advertisements posted in national publications. Allow a minimum of two months between posting and close of applications. Make the job description available to interested persons.
- c) Discern and post what you require as part of the application.
- d) Early in the process consider asking applicants to have a clearness process, submitting a letter from the clearness committee as part of their package.
- e) All candidates from within NEYM should have, at least, a preliminary, or informational interview.
- f) The committee should meet to review applications, and discern which applicants to invite for interviews. Remember that some candidates may come across better in person than in writing, and that simply being interviewed may provide encouragement for some candidates.
- g) Expect to have two rounds of interviews.
- h) Confidentiality: Remember that for a variety of reasons, including security of current job, and tenderness at putting themselves forward, many applicants will expect that the fact of their application will remain confidential within the search committee. Make every effort, in written and oral communication, to respect that expectation. The Clerk of the Permanent Board should, however, be kept informed of the Search Committee's work.
- i) Discern questions for preliminary and second interviews.
- j) Make time for the staff to meet the final candidates. It is equally important for the staff to have a voice about their future supervisor, and for the candidates to meet the people they will be required to supervise.
- k) The committee should meet to discern which candidate to recommend to PB, including staff feedback in their process.

YEARLY MEETING MINUTES REGARDING POLICY FOR STAFF

NEYM policy on signing I-9 form of the Immigration Reform and Control Act (IRCA)

NEYM 1992 Minute 33

(long minute from Connecticut Valley Quarter), then

After a prayerful consideration of these and other statements, and following the leading of Connecticut Valley Quarterly Meeting, we found unity in the following:

1. We believe the I-9 provision is wrong, and therefore our faith leads us to believe that compliance with it is wrong and inconsistent with our testimonies. It is possible to state clearly what is right, whether we as individuals or as corporate employers or employees choose compliance or noncompliance.
2. We urge Friends to work actively for repeal of the I-9 provision of IRCA.
3. We reaffirm that it is not the policy of NEYM to require compliance with this provision from its employees. With respect to Friends Camp, NE Friends Home, and Moses Brown School, which are separate employment units within the YM, we again encourage the committees responsible for those employment units to search for clarity on whether they can comply, with the assurance that should they be led not to comply, they would have the full support of the YM.
4. We ask Permanent Board to develop procedures for implementing this policy.

NEYM 1992, Minute 19 . . . Friends China Camp Committee report.

We have also considering the Camp's compliance with the Immigration Reform and Control Act of 1986. We do believe that this law is not cause for mass civil disobedience among employers. We feel the immigration quota are desirable, enforcement is necessary, and employers are in the prime position to check on who is here legally. We remain open to other perspectives. Thanks for your support!

Internal Nominating Committee Report to Permanent Board September, 2013

Clerk: Holly Baldwin 2012 – 2015

Recording Clerk : Bruce Neumann 2012-2015

2014	2015	2016	2017	2018
#Mary Knowlton Deana Chase Allan Kohrman #Christopher McCandless Phil Stone Carolyn Stone	Aimee Belanger Ben Guaraldi Galen Hamman Jan Hoffman Rebecca Leuchak Gerald Sazama Patsy Shotwell Rosemary Zimmerman	#Sarah Gant #Sandy Isaacs Bruce Neumann Elias Sanchez- Eppler Fritz Weiss Nancy Isaacs	Holly Baldwin Suzanna Schell Sara Smith Karen Sanchez- Eppler Travis Belcher Hannah Zwirner	Susan Davies Donn Weinholtz Jean McCandless Rebecca Steele Jeremiah Dickinson Rocky Malin Leanna Kantt Justice Erikson

#in second term (can't be reappointed)

*filling out term – can be reappointed 2 entire terms

Sub Committee	2014	2015	2016	2017
Clerks Nominating	+Debbie Humphries +Benigno Sanchez- Eppler	Christopher McCandless Rosemary Zimmerman	Allan Kohrman Ben Guaraldi	+Benigno Sanchez- Eppler
Personnel	Dwight Lopes Karen Sanchez - Eppler Fritz Weiss	+Judith Shea Edward Baker Carolyn Stone	Rebecca Leuchak Jan Hoffman Bob Murray	Karen Sanchez- Eppler Fritz Weiss
Internal Nominating	Susan Davies	Donn Weinholtz Sarah Sue Pennell	Patsy Shotwell Sara Smith	Susan Davies
YM Nominating at Large	Sara Sue Pennell +Peter Colby Christopher McCandless	Nancy Isaacs Connie Kincaid- Brown	Rhoda Mowry Virginia Bainbridge Eileen Cummings	Sara Sue Pennell
NEYM Secretary Supervisor			Fritz Weiss	

Bold Italics = Clerk or convener + = not on Permanent Board

NEYM Balance Sheet

Preliminary Draft

As of September 17, 2013

(numbers will change as more transactions are logged)

	Total		Total	Available
ASSETS		LIABILITIES AND EQUITY		
Current Assets		Liabilities		
Bank Accounts		Current Liabilities		
1000 Checking Accounts		Accounts Payable	-	
1005 TD Bank Checking	666,561	Other Current Liabilities		
1010 Checking Northampton Coop	2,441	2010 Accrued Liabilities	333	
1040 Petty Cash	200	2110 Federal Taxes	-	
Total 1000 Checking Accounts	669,202	2120 State Taxes	-	
1020 Money Market Accounts		2150 Health Insurance Premium	(1,496)	
1022 TD Bank MM \$#1	2,545	2155 Sect 125 Employee Withholding	1,695	
1025 Money Market Northampton Coop	1,053	2160 403B Retirement	-	
Total 1020 Money Market Accounts	3,599	Total Liabilities	532	
1050 Certificates of Deposits		Equity		
1051 TD Bank MM #2 CD	5,320	3500 Working Capital	176,590	
1052 CD'S Northampton Coop	53,916	3600 Board Designated Funds		
Total 1050 Certificates of Deposits	59,236	3620 Faith & Practice Revision	38,955	
Total Bank Accounts	732,037	3630 World Conference Travel	-	
Accounts Receivable		3650 Quasi-Endowment (Investments)	109,654	
1200 Accounts Receivable		3680 NEFH Fund	1,162,691	
1210 SLOA AR Principal Interest	10,937	Total 3600 Board Designated Funds	1,311,300	
1215 SLOA Principal Non Interest	55,841	3700 Revolving Accounts		
1220 SLOA Interest Receivable	3,853	3705 Archives	4,346	
1275 Book Sales	(2,421)	3712 FUM Intervisitation	1,368	
Total 1200 Accounts Receivable	68,211	3714 Peace Tax Fund	7,360	
Total Accounts Receivable	68,211	3715 Peaceworker	1,784	
Other current assets		3720 Prejudice & Poverty	6,762	
1075 Pooled Funds	1,887,607	3725 Puente de Amigos	3,992	
1100 Accrued Receivable	(124)	3730 Suffering	4,939	
1110 Due to/from Friends Camp	669	3740 CE Pubs	-	
1112 Camp Disability	21	3750 M & C Pubs	-	
Total 1110 Due to/from Friends Camp	690	3755 Student Loan	138,527	
1150 Prepaid Expenses	3,900	3760 Young Friends Travel	3,311	
Total Other current assets	1,892,073	3780 FCNL Pass through	-	
Total Current Assets	2,692,321	Total 3700 Revolving Accounts	172,391	
TOTAL ASSETS	2,692,321	3800 Permanently Restricted Funds		
		3802 Endowment Fund	20,802	1,095
		3804 Alice Needham	15,751	829
		3806 Amy S. Hayden	51,900	2,732
		3808 Anna M. Brown	31,504	1,658
		3810 Freedmen's	98,898	33,196
		3812 FUM Foreign Missions	42,452	2,234
		3814 FUM Home & Foreign	5,944	313
		3816 FUM Ramallah	53,678	2,825
		3818 Hanson/Hill	28,443	1,497
		3820 J. G. Green	-	-
		3822 L & M Binford	-	-
		3824 Mosher Book & Tract	58,309	3,069
		3826 Phillips/Purington/Hawkes	22,865	1,203
		3828 Pittsfield/Varney	6,764	356
		3830 Susan B. Kirby	7,460	393
		3832 West Falmouth Prep Mtg	3,870	204
		Total 3800 Permanently Restricted Funds	500,244	51,603
		3900 Retained Earnings	11,113.30	
		Net Income	520,151	
		Total Equity	2,691,789	
		TOTAL LIABILITIES AND EQUITY	2,692,321	

NEYM Operating Profit and Loss

Preliminary Draft

October 2012 - August 2013 (also previous year and budget)

	Oct 2012 - Aug 2013	Oct 2011 - Aug 2012	FY2013 Budget
Income			
4010 Individual Contributions	99,436	55,942	112,189
4020 Monthly Meeting Contributions	258,535	218,894	295,790
4022 FUM MM Restricted Funds	-	900	-
4030 Organizations Contributions	2,128	2,265	-
4050 Interest and Dividend Income	26,170	11,100	11,000
4055 Student Loan Interest	-	-	-
4070 Books and other Items			
4072 Sales - Books	14,411	15,925	17,864
4074 Quip Discount	(153)	(180)	-
Total 4072 Sales - Books	14,258	15,745	17,864
4075 Sales -Other Items	933	712	451
4076 Shipping/Postage	28	40	-
Total 4070 Books and other Items	15,219	16,497	18,315
4077 Consulting Fee Contribution	-	455	-
4080 Retreat Program Fees	45,765	37,543	48,917
4085 Sessions Program Fees	162,959	149,127	159,038
Total Income	610,212	492,723	645,249
Gross Profit	610,212	492,723	645,249
Expenses			
4000 Reconciliation Discrepancies	127	-	-
5000 Staff			
5010 Salaries & Wages	212,934	187,374	225,082
5037 Housing Allowance	8,000	22,000	7,326
Total 5010 Salaries & Wages	220,934	209,374	232,408
5020 Payroll Taxes	14,815	11,231	13,200
5030 Benefits			
5033 Health Benefits	42,678	34,188	37,169
5035 Retirements	18,355	18,031	21,450
5040 Disability	863	1,099	1,100
5045 Workers' Compensation	686	630	770
5060 Staff Development	60	200	-
Total 5030 Benefits	62,641	54,149	60,489
5050 Spiritual Retreats	318	622	1,100
Total 5000 Staff	298,708	275,376	307,197
5075 Undistributed Credit Card Charge	823	-	-
5100 General & Administration			
5110 Administration			
5120 Bank Expense	4,569	4,321	4,125
5130 Contracted Services	4,380	5,200	4,752
5140 Legal Services	228	228	913
5150 Liability Insurance	2,554	1,996	3,663
5160 Payroll Service	1,472	1,445	2,288
5170 Recruiting Expense	-	198	451
5180 Rent	9,350	9,350	8,569
5190 Misc. Expense	40	-	-
Total 5110 Administration	22,593	22,738	24,761

	Oct 2012 - Aug 2013	Oct 2011 - Aug 2012	FY2013 Budget
5200 Office			
5210 Archives Office Expenses			
5220 Cleaning Services	198	242	242
5230 Maint - Equip & Hardware	-	-	1,144
5240 Postage	2,903	2,239	2,288
5250 Office Equipment	1,392	-	1,144
5260 Office Supplies	1,478	1,936	2,057
5270 Printing & Copying	1,598	1,984	3,663
5280 Software & Updates	1,969	1,495	1,375
5290 Telephone	4,143	3,928	3,663
Total 5200 Office	13,681	11,824	15,576
Total 5100 General & Administration	36,273	34,561	40,337
5300 Travel & Conferences			
5310 Travel - Committee	1,747	2,226	1,826
5320 Travel - Clerk	3,895	3,068	2,750
5330 Travel - Programs	2,515	2,008	902
5335 Travel - Representatives Travel	3,066	2,849	3,201
5350 Travel - Staff	11,238	8,372	10,076
5360 Travel - Ministries	-	118	451
Total 5300 Travel & Conferences	22,461	18,641	19,206
6000 Programs			
6105 Honoraria - Speakers/Wkshp Ldrs	13,410	10,727	8,800
6110 Sessions Room & Board	313	32,250	149,413
6112 Retreats - Room & Board			
6114 Room Rental	15,330	20,210	18,326
6150 Food Expense	15,998	12,564	9,163
Total 6112 Retreats - Room & Board	31,328	32,773	27,489
6125 Program Expenses			
6115 Equipment Rental	3,591	3,018	3,663
6121 Supplies and Other Expenses	5,455	5,514	8,151
6165 Pre-Sessions Expense	188	441	814
Total 6125 Program Expenses	9,235	8,973	12,628
6130 Committee Expenses - General	8,569	6,934	12,672
6160 Support - Retreats & Sessions			
Total 6000 Programs	62,854	91,658	211,002
6140 Books and Other			
6142 Books	706	1,384	5,951
6145 Other Items for Sale	1,793	238	638
6147 Consignment Sales	2,366	5,671	8,701
Total 6140 Books and Other	4,865	7,293	15,290

	Oct 2012 - Aug 2013	Oct 2011 - Aug 2012	FY2013 Budget
6200 Benevolence			
6210 Friends Camp	1,985	-	-
6220 Friends Home	-	-	-
6310 FGC	8,804	8,804	16,137
6320 FUM	8,318	8,317	15,246
6325 FWCC	3,603	3,603	6,600
6328 Ramallah Friends School	-	-	88
6330 Friends' Organizations			
6335 AFSC	-	-	275
6338 Cuba Yearly Meeting	-	-	
6340 FCNL	-	-	682
6345 QEW	-	-	275
6350 Friends Peace Teams	-	-	88
6355 FWCC 3rd World Travel	-	-	451
6360 QUNO	-	-	176
6370 Other Friend's Organizations	-	-	-
Total 6330 Friends' Organizations	-	-	1,947
6400 Support for Monthly Meetings	-	-	594
6590 Ecumenical Organizations			
6592 State Council of Churches	(81)	-	3,663
6594 NE Council of Churches	-	-	132
6596 NECL	-	-	132
6598 World Council of Churches	-	-	88
Total 6590 Ecumenical Organizations	(81)	-	4,015
Total 6200 Benevolence	22,628	20,724	44,627
6560 Payroll Expenses			
6600 Publications			
6610 Yearly Meeting Minute Book	3,755	5,500	2,288
6620 New England Friend	6,584	6,237	4,576
6630 Other newsletters	(99)	-	451
Total 6600 Publications	10,240	11,737	7,315
Total Expenses	458,980	459,991	644,974
Net Operating Income	151,232	32,732	275
Net Income	151,232	32,732	275

Friday, Sep 13, 2013 03:48:33 PM PDT GMT-4 - Cash Basis

NEYM Treasurer's Report to Permanent Board

Prepared by Ben Guaraldi on 9/17/2013

A note before I begin in earnest: I'd like to draw folks' attention to the fact that the attached operating report does not go through today, but rather through the end of August. To present a picture that is as close to complete through the date advertised as possible, I am working with the Accounts Manager to finalize accounts on a month-by-month basis. This has the added benefits of clarifying work priorities and therefore reducing stress on our Accounts Manager and may also in the future reduce the number of reports I must generate. Presuming there are no serious objections from Permanent Board, future reports will be through the end of the month before the report date. Even with this measure, these numbers are very preliminary. Indeed, you will notice that 6110 Sessions Room and Board currently stands at \$313, far short of the approximately \$150,000 we expect to pay to Bryant once we receive their bill.

How are we doing? I would say better than expected. As you can see from the "Operating Profit and Loss" report, our income is ahead of where we were this time in FY2012, and in some categories far ahead. Much of this is from the renewed vigor of individual donations apparently following the presentations at Sessions. Indeed, monthly giving (including GiveMonthly as well as checks sent to us regularly) will be up to \$2,588/month in September, compared to \$1,974/month in July—a 31% growth! Also, there is a renewed vigor of monthly meeting donations. Our expenses are slightly higher than they were in FY2012 as well, as we expected from inflation and other increases.

However, we still have \$50,000 to raise if we are to meet the \$38,000 challenge from our FY2013 budget. It is possible that we might make it, but unlikely. Currently, our projection is that we will receive another \$35,000 from Monthly Meetings—though that number could be as high as \$55,000—and \$3,000 from individuals.

Note that 4050 Interest and Dividend Income will be approximately \$4,000 once we transfer the interest to the appropriate funds at the end of the Fiscal Year on September 30. A more complete report will be available once we close the books on FY2013.

Our Balance Sheet as of August 31, 2013 looks fine but, as Ed Mair would have me remind you, many of our resources are restricted.

We have \$2,343,799 in assets, of which \$1,811,544 is in the board-designated and permanently restricted funds of which we are stewards. Also, \$68,211 is in Accounts Receivable, most of which is student loans that have not yet been repayed. We have \$384,184 in bank accounts. We have \$1,887,607 in the pooled funds, including the NEFH Legacy Gift.

Our working capital is \$176,590 and our quasi-endowment is \$109,654. Our reserves can be considered our working capital plus our quasi-endowment fund, so together they stand at \$286,244.

I'd like to close by thanking Ed Mair, who has been a wonderful mentor throughout my process of coming up to speed, and Frederick Martin, who is precise, diligent, candid, and ever-helpful.

Next steps after repudiating the Doctrine of Discovery

Excerpts from communication between Rachel Carey-Harper, Clerk of Racial, Social and Economic Justice (RSEJ) (in normal typeface) and Holly Baldwin, Clerk of Permanent Board (in italics)

Hi Rachel,

I was planning on having some time at ... Permanent Board ... to discuss what repudiating the Doctrine of Discovery means for the Yearly Meeting. Does it mean looking into our property holdings and examining where they originate? Or is it less tangible discussions that need to happen?

...

What are your thoughts on the next steps for NEYM re: the Doctrine of Discovery?

-Holly

Hi Holly,

Thank you very much for your email. I am so glad that the Permanent Board will be discussing the work around the Doctrine of Discovery at your meeting, it is a reflection of the sense of the Meeting in which this minute was passed.

RSEJ is in process to form a working party who's function will be to further this work throughout NEYM. I think it would be very beneficial for this group to meet with Permanent Board. We have a plan for next steps which I will share with you in the next paragraph, but we would really like the opportunity to listen to your feedback on this work. The project we are proposing is rooted in the wisdom teachings about healing which are common to all traditions. The healing process is long one, but the feedback we have received from Friends reflects that they want to take the time to understand and be both reflective and deliberate in continuing with this work. In other word, it needs "seasoning."

As you know, we started to do this in 2012-2013 by organizing the workshop A Journey of Healing: Repudiating the Doctrine of Christian Discovery and offered it throughout NEYM. This year (2013-2014) we will be putting together a 2nd phase of this 1st segment, to more concretely explore how to make this acknowledgment to ourselves. Some of the issues you raised will be researched and discussed. From here we move into the second segment, Journey of Healing: Making an Apology. We can only do this once we have sufficiently looked at ourselves, behaviors in the past, both distant and more contemporary. Segment 3 is doing the work necessary so that the apology can be accepted and segment 4 making amends or taking concrete steps to right the wrong. Finally, we can then move forward together with all of the people who are impacted by these doctrines which also includes those of African and Asian decent in the US and indigenous peoples world-wide.

We hope that this leads us to a new beginning in our mutual relationship and support unencumbered with past wrongs and freely able to work together on the issues that are putting all of us who share this beautiful planet and the planet herself in danger.

We think this process helps us stay true to the minute that was passed last summer. "The workings of this doctrine are invisible to most of us. Our first work is to remove the logs from our eyes so that we may see. We need to learn more." "Learning more" in an atmosphere of love, patience and respect is the best place to be right now.

Thank you so much for reaching out and I truly hope that the, soon to be formed, RSEJ Working Party can meet with the Permanent Board to hear your concerns and get your thinking on this process.

In gratitude and peace,

Rachel Carey Harper

Hi Holly,

Yes, thank-you very much, please do share the email with the P. Board. If after your meeting you could get back to me about any concerns or thinking you all have on this work it would be helpful.

It would also be good to know if PB folks like the idea of us coming to your Nov. 23rd meeting. While a full workshop takes a couple of hours, with some advanced notice it might be possible for us to do a scaled down version.

love always,

Rachel

Charge for the Structural Review Committee, approved 11/2012

This latest request to examine our structure presents another opportunity to affirm our belief in continuing revelation, to see clearly our present realities and concerns and discover ways to address them. How can our structures best liberate the Spirit that guides us? Do our structures encourage Friends to exercise their gifts among us? Do our structures enable us to be faithful to the ministry we are called to as a Yearly Meeting? How can our structures allow the Spirit to flow more freely?

In reading the documents of the past work that leads to our current need for structural review, we note the desire to address the following concerns:

- Reducing the numbers of Friends that must be nominated by the Nominating Committee and appointed by the Yearly Meeting to Yearly Meeting committees.
- Increasing access to clear definitions of structures and roles so that Friends feel more invited to participate in the business of the Yearly Meeting, including a clear definition of the authority of the Permanent Board.
- Increasing the ability of Monthly and Quarterly Meetings to participate in the communication and decision-making between Sessions as a body.
- Providing opportunities to gather with little agenda to worship together both at Sessions and between Sessions.
- Establishing deeper connections with monthly meetings, especially the more remote MMs

Specific areas of focus:

1. On committee structure and function: *(See procedural review follow-up work in 2006-2007.)*

- Urgency of Nominating Committee concern
- Not enough people to do the work
- Are we doing too much?
- Where is there life in our committees?

2. On staff:

- review current staffing structure to see how well it is serving us
- job descriptions of YM Secretary and Communications Director -- are they reasonable?
- Supervision of YM Secretary

3. On governance:

- Permanent Board: What is the authority of PB? How composed? Relation to the rest of NEYM? its name?
- Nominating Committee

- Coordinating and Advisory
- Regular review of structure/long range planning

4. On Yearly Meeting as a whole

- Pastoral Care of YM
- Nurturing Monthly & Quarterly Meetings
- Relationship of Sessions to rest of NEYM
- Reconsidering the function of MM Representatives to Sessions