

Background on the Personnel Resource Group Proposal

In the spring of 2019, a small group volunteered to update the Personnel Policy Manual for the Personnel Committee. The group consisted of the Clerk of the Personnel Committee, Yearly Meeting Secretary, the Yearly Meeting Secretary's supervisor (all current members of Personnel), and the former clerk of the Personnel Committee (who had brought the current Personnel Policy Manual to Permanent Board for approval in 2016).

It quickly became clear to this group that the Personnel Policy Manual needed to be fully rewritten, not just updated. Much of the language in the 2016 version came from the time when the Personnel Committee had more of an approval function than it does now. In the past six years, the Yearly Meeting Secretary has been asked to assume many of the duties once done by the Personnel Committee.

On Feb 15, 2020, Robert Murray brought a recommendation from C&A to Permanent Board to form an ad hoc committee to determine:

- What form of support and oversight the Permanent Board needs to be assured that NEYM is treating our employees with the respect and fairness that they deserve?
- How the Yearly Meeting Secretary can best get knowledgeable support for complex personnel issues? and
- What mechanism should the Yearly Meeting use to reach and maintain an appropriate compensation level for the Yearly Meeting Secretary?

The Clerk of the Personnel Committee (Dulany Bennet), Yearly Meeting Secretary (Noah Merrill), the Yearly Meeting Secretary's supervisor (Elizabeth Reuthe), the former clerk of the Personnel Committee (Robert Murray), the Director of Friends Camp (Anna Hopkins) and Phil Stone - a member of Permanent Board from the Worcester Meeting were named to this committee to make recommendations to Permanent Board. Elizabeth Reuthe was asked to convene the group.

The group met several times and developed a Purposes, Procedures, and Composition document which was shared with the Personnel Committee on May 15, 2020. The Personnel Committee reviewed the work, and with a few helpful changes supported the document (as amended by the committee).

Finally, the Ad Hoc Committee met May 29, approving the final changes. The results of this work is the Purposes, Procedures, and Composition document attached.

Present via Zoom videoconferencing: Dulany Bennett (clerk), Elizabeth Szatkowski, Chris Gant, Nat Shed, Sarah Gant, Eleta Jones and Maureen Lopes (recording)

Ex Offio: Noah Merrill (Yearly Meeting Secretary), Leslie Manning (Permanent Board Clerk), and Elizabeth Reuthe (Yearly Meeting Secretary's supervisor)

The meeting opened with a period of waiting worship.

Attendees introduced themselves, their meeting and their role on the Personnel Committee. Nat Shed and Eleta Jones were welcomed as new members.

Consideration: "Proposal to Permanent Board from the Coordinating and Advisory Committee (C&A), February 15, 2020)" attached.

The Background section provided an update on what has been happening since the Personnel Committee (PC) last met in the spring of 2019. A small ad hoc group found that the Personnel Policy Manual needed to be fully rewritten, not just updated. Major changes have occurred as NEYM moved from a 'field secretary' position, without personnel responsibilities, to the 'yearly meeting secretary' role.

The ad hoc group took to C&A a recommendation to create a new ad hoc committee to thoroughly determine the best structure for personnel. These individuals have offered to serve: Dulany Bennet, Clerk of the current Personnel Committee, Noah Merrill, Yearly Meeting Secretary, Elizabeth Reuthe, the Yearly Meeting Secretary's supervisor, Robert Murray, former clerk of the Personnel Committee, Anna Hopkins, Friends Camp Director and Bill Stone from Worcester Meeting who is an attorney with a working knowledge of personnel law.

Minute: Personnel Committee is in unity with the proposal to Permanent Board to lay down the PC as currently constituted and to create a new personnel group to support the YM Secretary and "ensure that NEYM is a good employer, acting in ways that are consistent with our Quaker values and following best practices".

Consideration: "Purposes and Procedures of Personnel Resource Group". Elizabeth Reuthe shared the second document to be forwarded to Permanent Board (attached). She will make recommended edits.

Permanent Board will meet on June 6 and decide whether to forward the recommendations to Session for affirmation. Internal Nominating will be responsible for identifying 2-4 individuals to fill the non-ex officio positions. Sarah Gant was given guidance by Leslie Manning that Internal Nominating could begin this work as early as their meeting on Monday, May 18.

Dulany Bennett held up the “layers of work that had gone into these changes and the spirit in which the fruits of the work have been received”. She also thanked Nat and Eleta for volunteering for PC. All current members and recent former members will receive these minutes and documents to help ‘close the circle’.

Purposes, Procedures, and Composition of Personnel Resource Group¹

Purpose

The role of the Personnel Resource Group (PRG)¹ is to ensure that New England Yearly Meeting (NEYM) is a good employer, acting in ways that are consistent with our Quaker values and following best practices. The PRG reports to the Permanent Board. The PRG members advise the Yearly Meeting (YM) Secretary on complex personnel matters, upon request.

Page | 1

Procedures

The Personnel Resource Group will:

- Conduct its work confidentially to protect employee confidentiality
- Convene at the request of the NEYM Secretary, the Group's clerk, the Permanent Board clerk, or Coordinating and Advisory Committee (C&A)
- Annually review NEYM personnel policies and procedures to ensure compliance with those policies and/or provide comments and suggestions concerning Personnel Policy changes with an eye to incorporating best practices including staff compensation and benefits practices and staff annual evaluation processes and status.
- Advise the Permanent Board concerning the results of its annual policy and procedure review and make recommendations concerning any Personnel Policy changes that might be required in the light of standard best practices.
- Review the Yearly Meeting (YM) Secretary's annual feedback (which is completed by the Supervisor).
- Provide requested input to the Friends Camp Personnel Committee on personnel issues.²
- During the annual budgeting process, review with the YM Secretary the recommended compensation and benefits for staff members (clerk of the PRG only).
- Perform special projects as requested by the YM Secretary, Permanent Board, or C&A

Composition

Ex officio members of the PRG are the YM Secretary, the Supervisor of the YM Secretary and the Clerk of Permanent Board (all members of C&A).

Two to four other members will be nominated by Permanent Board Internal Nominating Committee (in consultation with YM Secretary and the Clerk of Permanent Board) and appointed by the Permanent Board. The essential role of these named members is bringing knowledge of best personnel practices to NEYM. The term would be three staggered years.

The named members should bring relevant expertise in one or more of the following personnel areas: leadership, management, cultural change, performance evaluation, compensation and benefits (including salary surveys), recruitment and hiring practices that support diversity and inclusion, employee development, employee relations, and organizational structure. Group members need not be members of Permanent Board.

¹ Personnel Resource Group is a temporary name that Permanent Board may change

²The New England Yearly Meeting personnel policy applies to the Friends Camp Director, while separate policies govern the Friends Camp part-time and seasonal staff. The Friends Camp personnel policies are in accordance with Maine State youth camp licensing requirements and the American Camp Association requirements.

Purposes, Procedures, and Composition of Personnel Resource Group¹

Additional people may be asked to work on a specific special project. For example, when the Personnel Policy is updated, the PRG might ask a member of the staff and/or a member of the Friends Camp Personnel Committee to participate.

The PRG clerk will be nominated by Permanent Board Internal Nominating Committee following consultation with the Clerk of Permanent Board and YM Secretary and approved by Permanent Board. The clerk will be one of the named members of the PRG and will report to Permanent Board about the work of the PRG as needed.

Why the Pivot to the Personnel Resource Group From the Personnel Committee?

A Summary

What is the value of the change?

- The Size of the Committee and lack depth in employee relations expertise allowed breaches of confidentiality
- The Personnel Resource Group is smaller and nimbler.
- This group of experts is more likely able to organize complex personnel tasks such as compensation surveys, creating new policies that reflect the current reality, anticipating legal requirements (such as family leave) and specific sensitive personnel issues
- The new group can help us recruit, hire, and train with diversity in mind

Page | 1

Who would appoint it?

- 3 ex-officio, 2-4 people with expertise in Personnel Best Practices. All non-ex-officio members are:
 - Nominated by Internal Nominating in consultation with the Secretary and clerk of permanent board.
 - Approved by the Board
- Clerk is a nominated member (not a serving ex-officio member of PB)
 - Appointed by Internal Nominating in consultation with the Secretary and Clerk of permanent board.

For more detailed comparison, please see the table attached.

Why the Pivot to the Personnel Resource Group From the Personnel Committee?

	Previously	Proposed
Basic Role	Changes made or new actions to be taken, positions or job descriptions adjusted, performance evaluations finalized (the committee received and read performance appraisals for staff), etc. Personnel Committee saw these changes as required.	Responsible for providing support to the Secretary. Provide PB with assurance that NEYM policies are best practices with an annual review and if appropriate recommended policy changes.
Size of Group/ Ex-Officio Members/ Expertise	Personnel Committee was large and consisted up to 14 people including the Secretary, Supervisor, the Clerk of PB, the Treasurer (all ex officio) and 7-9 of other people, sometimes with limited expertise in Employee Relations and Massachusetts and Maine labor law <ul style="list-style-type: none"> Group size = 14 resulted in difficulty scheduling meetings 	The resource group includes the Secretary, Supervisor, Clerk of PB(all ex officio) and 2 – 4 appointed members who are well informed about best practices such as comp & benefits, new legal requirements that may be in the works (family leave act) and latest employee relations best practices of inclusivity and diversity in hiring and training <ul style="list-style-type: none"> The size of the group (Max =7) allows it to be nimble
Confidentiality	Meeting Conversations were not always kept confidential <ul style="list-style-type: none"> The size of the group & the diversity of employee relations expertise resulted in breaches of confidential information The entire group needed to be convened for the Secretary to bring sensitive issues to the group 	Charged with conducting its work confidentially <ul style="list-style-type: none"> The smaller group and the understanding of best practices will limit confidentiality breaches. It will be possible for the Secretary to consult with one on one with PRG members in the moment.
Meeting Schedule	Last year, convened to recommend laying itself down	<ul style="list-style-type: none"> As required At least annually to review the policy manual and the Secretary's Review and C&A compensation request
Presence at PB	<ul style="list-style-type: none"> Personnel reported decisions to PB including creating a policy manual. Clerk was an ex-officio member of PB 	<ul style="list-style-type: none"> PRG will use their expertise to review the Policy Manual and once a year recommend any changes in policy to PB PB will approve Clerk is not a member of PB
Non Ex-Officio Nominating process	Internal Nominating Committee recommended members of personnel committee and PB approved.	<ul style="list-style-type: none"> The non- ex-officio members are recommended by the PB clerk in consultation with the Secretary and the Internal Nominating Committee Approved by Permanent Board.

Why the Pivot to the Personnel Resource Group From the Personnel Committee?

<p>Applicable Expertise</p>	<p>Personnel Committee as a body did not have the expertise in many aspects of personnel management including:</p> <ul style="list-style-type: none"> • researching and establishing salary ranges, • understanding trends that might impact NEYM, • providing best practices for hiring and training for inclusion, and • providing advice about sensitive employee issues. 	<p>PRG may take on other tasks at the request of the Secretary, such as:</p> <ul style="list-style-type: none"> • organizing salary and benefit research and recommending salary ranges for new or existing NEYM roles. • Investigating best practices for recruiting and training employees in support of diversity and inclusion • Specific issues that require sensitivity and confidentiality
<p>Work</p>	<p>Personnel Committee</p> <ul style="list-style-type: none"> • Reviewed the C&A salary recommendation for the Secretary each year (The Secretary was never present for those conversations) • Made recommendations on salary ranges, benefits, benefits policy, and other compensation for all staff • After discussion and approval by the Committee, the YM Sec lumped the YM salary recommendation with those for other staff salaries and forwarded as a lump sum to the Finance Committee for the following year draft budget. • Reviewed on a regular basis personnel practices, policies, and staffing structure; develops personnel policies for approval by Permanent Board; and documents them and maintains them as a manual • Received and reviewed the job description for the YM Secretary, developed by C&A, and forwards to Permanent Board for approval • Reviewed and approved job descriptions for program and administrative Yearly Meeting staff • Reviewed, and forwarded to Permanent Board for approval, the job description for the Camp Director, developed by the Camp Committee 	<p>PRG will advise and consult on certain tasks including the following</p> <ul style="list-style-type: none"> • Organizing research on the similar roles to the Secretary's and determining an appropriate salary range for C&A guidance. • The Secretary's annual feedback process • Hiring and training for diversity and inclusivity • The Personnel Resource Group may take on other tasks at the request of the PB Clerk or the Secretary • The Secretary will recuse themselves where appropriate

Why the Pivot to the Personnel Resource Group From the Personnel Committee?

	<ul style="list-style-type: none">• Acted to resolve differences, or facilitate the relationship between the YM Secretary, supervisors, and employees, either upon its own initiative or upon request• Received and reviewed reports on personnel matters from the YM Secretary, including performance appraisals and recommended changes in job descriptions• Ensured that an annual performance appraisal for all Regular staff took place• Annually received the performance appraisals from C&A for the YM Secretary and from the Camp Committee for the Camp Director.	
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