

FHRAT Charter

Approved by FHRAT: Dec. 20, 2011

Name

Financial and Human Resources Action Team

General Purpose

According to the Bylaws, “The Financial and Human Resources Action Team shall be responsible for managing the financial and human resources of the Church in order to create a solid foundation to fund its building and property maintenance, programs, staff, and faith initiatives. This team oversees the hiring, evaluating and termination, if necessary of all Church staff, within the purview of the personnel policies.

Responsibilities include, but are not limited to, fundraising, budget development, financial audit, oversight of income and expenditures, and helping the congregation understand the costs of fulfilling its purpose and the responsibility of each Member to contribute financially to support of the Church.”

Leadership and Membership

- Action Team Representative is nominated through election by FHRAT in March/April and is elected by the congregation at the Annual Meeting.
- Chair is elected by FHRAT and may or may not also serve as the Action Team Representative. If Action Team Representative and Chair are held by different people, the Chair may substitute for the Action Team Representative as needed.
- Vice-Chair is an optional post that can improve succession planning. The Vice-Chair may substitute for the Action Team Representative as needed. The Vice-Chair is nominated by the chair and elected by FHRAT.
- HR Chair directs and coordinates HR procedures and activity, making recommendations and reporting to FHRAT as appropriate. The HR Chair is selected by the HR team in consultation with the Chair and Vice-Chair of FHRAT.
- Stewardship Chair directs and coordinates the activities of the Stewardship team, making recommendations and reporting to FHRAT as appropriate. The Stewardship Chair is selected by the Stewardship team in consultation with the Chair and Vice-Chair of FHRAT.
- Members are active members of one of the three constituent teams of FHRAT: Finance, HR and Stewardship, plus the Chair, the Vice-Chair, the Treasurer and the Church Administrator. All members, including chairs, but excluding the Church Administrator, must be a Member or Friend of Follen Church as defined by its by-laws. Only Follen members may vote on budgetary or other matters. A list of FHRAT members shall be published and distributed at least once annually.

Specific Duties:*Overall*

- Integrate the related operations of financial management, human resources and stewardship to support the best interests of the church.
- Meet regularly (usually monthly during the church year). Special meetings may be called as necessary.
- Report regularly to the Program Council and PC leadership in written form and at PC meetings.
- Take such appropriate actions autonomously as are within policy and budget.
- Communicate with and seek input from leadership and from the congregation regarding financial, HR and stewardship issues.
- Assess fundraising proposals that fall outside the activities associated with the drive and budgeted fund-raisers to determine whether these activities 1) are consistent with fundraising policy and 2) will not compromise the ability to lead an effective fund drive. Approval of FHRAT (or the FHRAT chair) is required for these activities.
- FHRAT is technically responsible for three major, budgeted fund-raisers at Follen: the East Village Fair, Christmas Tree sales and the Goods and Services Auction. These typically require little or no direct involvement of FHRAT. Each of these groups is developing or will develop a handbook of operations to promote continuity from year to year. These are incorporated by reference in this charter.

Finance Team**General Purpose**

To manage the financial affairs of Follen effectively to employ the financial resources to achieve its goals, recommending such Program Council actions as are appropriate.

Specific Tasks*Financial Controls and Auditing*

- With the Church Administrator and Treasurer, assure that appropriate controls and procedures are in place for receipt and disbursement of funds.
- With the Church Administrator and the Auditor, monitor compliance to these procedures.
- With the Church Administrator, assure that the payroll and payroll taxes follow the proper procedures.
- With the Church Administrator and the Treasurer, review on a regular basis the current and projected financial status of the church.

Financial Planning

- Advise the Program Council on the financial implications of decisions which are under consideration.
- Monitor the receipts and expenses of the Church during the year, to make sure that we are aware of any budget shortfalls, and form a plan to correct any major shortfalls that do occur.
- Monitor all financial resources of the church except the endowment funds managed by the Trustees and take or recommend to Program Council appropriate actions to make the most effective and efficient use of those resources.
- Anticipate, where possible, such future developments as may have a financial impact on Follen's financial situation and recommend actions to address these.

Budget

- Have primary responsibility for the annual budgeting process of the church.
- Work with action teams and Program Council to collect all budget requests, for development of an initial budget by the Church Administrator.
- Work with the HR team to develop proposed salaries for the staff and to ascertain the budget impact of any proposed changes in staff benefits.
- Seek the widest possible input from the congregation in the budgeting process
- Prepare a recommended budget for approval by Program Council making revisions as needed.
- Report appropriately to Program Council on the budgeting process.
- Present the annual budget for final approval by the congregation at the Annual Meeting

HR Team**General Purpose**

The Human Resources Committee serves as a liaison between church members and church employees to assure fair and equitable hiring, compensation and treatment of employees, compliance with all legal requirements, and consulting with supervisors on employee relations.

Leadership and Membership

The HR team, in consultation with the chair of FHRAT, chooses a Human Resources Chair, who is responsible to recruit and retain members on the committee.

Specific Duties

- Maintain up-to-date job descriptions for all salaried personnel.
- Maintain a comprehensive, fair benefits package for church employees.
- Serve as a forum, where lay leaders and staff people may voice needs, and complaints concerning personnel matters.
- Facilitate the evaluations of job performance of personnel according to mutually created and shared objectives, processes, and timetables.
- Make salary and benefits recommendations annually to the Program Council.
- Actively participate in the selection and hiring process for filling vacant or new salaried positions.
- Assist in employee grievance and discipline procedures, as provided by the Church's Personnel Handbook or as called on by the Program Council.
- Conduct or delegate exit interviews on all terminating employees to keep informed on the work environment.
- Assure that personnel reviews are carried out and recorded annually (more frequently for newly hired staff) in compliance with Follen's Personnel Handbook.

Annual Objectives and Mission Linkage

For the Congregational year September 2011 – June 2012:

- Plan and organize a salary budgeting process to assure employees are paid fairly and equitably.
- Recommend a revised benefits policy for staff and ministers that will bring Follen into line with other churches in the District.

Outcome Measurements

- Measure compensation against UUA salary guidelines for location and size of church, as well as other comparable UU congregations. Strive to achieve and maintain Fair Compensation practices and specifically aim for mid-point or higher in proper salary ranges within the financial resources available.
- Review policies with surveyed UU Churches in the Mass Bay District.

- Strive to keep good employees and attract excellent staff through treating our employees with respect and dignity.

Reporting Requirements

- The HR Committee reports to FHRAT and attends all its meetings and participates in its activities.
- HR Committee submits an annual report of accomplishments and activities in support of the duties and goals.

Authorities Reserved to the Program Council

Program Council provides funding and authority for HR to accomplish its work. Any recommendations that exceed budget or vary from policy must be approved by Program Council.

Relationship to Employees

- The HR Committee both advocates for staff and represents the Church and its leaders to achieve a fair and balanced relationship.
- The ministers, full-time staff members and the Program Council President act as supervisors of other staff and carry out the human resource's policies and procedures as outlined in the Personnel Policy Handbook.
- The HR Committee is directly involved in the hiring of new staff, the resolving of employee relations issues, the termination of current staff and other activities that involve the staff.

Stewardship Team

General Purpose

The primary role of the Stewardship Team is to ensure an effective annual fund drive, in so doing to provide essential funds for the operation of the church.

Fund Drive

The general responsibility is to establish and execute to the plan for the annual drive.

Specific Duties vary from year to year, but responsibilities typically include:

- Recruiting members of the Stewardship team/fund drive captains
- Recruiting, training, and providing ongoing support to individuals within the congregation who volunteer to assist in the collection of pledges from congregants

- Ensuring that the objectives for the drive, ultimately set by the Program Council and the goals of the various action teams, are effectively communicated to the congregation
- Identifying and articulating an overall theme for the fund drive
- Creating and disseminating materials in support of the drive (e.g.—pledge forms, fundraising brochure, overview of church finances)
- Recruiting Follen members to give personal points and other presentations to support the drive
- Sponsoring a Fellowship dinner to kick off the annual drive
- Conducting a Stewardship Sunday service, the ultimate goal of which is to help connect the fund drive to the broader mission of the church and the individual responsibility of congregants to provide financial support to this mission
- Providing periodic projections throughout drive regarding expected pledge totals to both FHRAT and Program Council to assist in the annual budgeting process
- Providing a final estimate for the pledge total for incorporation in the final budget recommendation

Legacy Society

Stewardship will coordinate with the Legacy Society to support its efforts, both through the fund drive and through other activities.

Action Team Overall **Annual Objectives**

For the Church Year July 2011 through June 2012, FHRAT will seek to support the ministerial transition process through prudent financial management, stability of church staff and a vigorous, informative fund drive.

Outcome measurements

- Successful management of FY12 budget
- Development of appropriate, balanced FY13 budget
- Stable church staff
- Fund drive that maximizes contributions

Relationship to Employees

- The Church Administrator is a non-voting member of FHRAT
- FHRAT and its subsidiary teams work closely with the Church Administrator on many issues
- The Church Administrator is responsible for developing an initial budget draft and for incorporating changes to subsequent drafts
- The HR team is responsible for monitoring staff reviews to assure that they are carried out in proper and timely fashion and are recorded in the employee's personnel file.

Chair Responsibilities

- Work effectively with the Action Team Representative (if a different person) and the Vice-Chair (if that role is filled) to fulfill FHRAT's role as an action team and on the Program Council.
- Hold the action team accountable to its charter, subject to direction from Program Council
- Represent and support the advice and recommendations of FHRAT to the Program Council and, as appropriate, the Parish Board.
- Communicate with action team members and professional staff regarding action team business and assigned tasks
- Schedule action team meetings and arranges for meeting locations
- Create the meeting agenda with input from action team members, Program Council and professional staff.
- Start and ends meetings on time
- Review (with the Vice-Chair) draft minutes, providing edits as appropriate for presentation at a subsequent meeting
- Facilitate action team meetings, working to assure an appropriate blend of task and process, modeling good listening and respectful interaction, and to help clarify and summarize the discussion and decisions made. Make sure all voices are heard in meetings.
- Monitor group membership and participation to encourage inclusion of a range of points of viewpoints in the budgeting process.
- Delegate some of the above responsibilities to action team members to encourage participation and train new leaders.

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