



Report of the Department for Human Resources

Organization

Advisory Committee

Mr. Mark Bergstadt, Columbus, Ohio (2009)
Ms. Linn Joanis, Los Angeles, Calif. (2005)
Ms. Sylvia Pate, Dayton, Ohio (2005)
Mr. Alfred Sager, Brandon, Miss. (2009)
Ms. Susan Tolle, Westlake Village, Calif. (2009)

Executive Staff

Director: Ms. Else B. Thompson
Director for Staffing: Ms. Letty Villalon
Director for Benefits and Compensation (*through March 2005*):
Pr. Stuart W. Wright
Human Resource Specialist: Ms. Martha Cortez
Human Resource Generalist: Ms. Emmalene Harbin
Human Resources Deployed Staff Specialist: Ms. Kathleen West
Payroll Supervisor: Ms. Carol Lewis
Accountant II: Ms. Su Wong
Receptionist and Staffing Assistant: *vacant*

Statement of Purpose

Through service and advocacy, the Department for Human Resources of the Evangelical Lutheran Church in America seeks to provide the staff resources, personnel policies and practices for all who carry the responsibility for advancing the purpose of the churchwide organization, and to bring to all staff justice and wholeness in the fulfillment of their tasks. The department strives to achieve good stewardship for the people of the Evangelical Lutheran Church in America. In all endeavors, the Department for Human Resources embraces the mission of this church to give joyfully in witness and service.

The responsibilities of this department are defined in continuing resolution 15.31.D99, printed in section X of this volume.

Report of Work 2003-2005

The department's mission statement reflects its description in the continuing resolutions and guides daily interaction. The mission of the Department for Human Resources is: To serve the mission of the churchwide organization by serving its people—those here, those deployed, those not yet here, and those who formerly served.

Internal Committees

Three internal committees composed of churchwide staff assist this department: 1) The Position Evaluation Team, 2) The Inter-Unit Staff Team on Inclusivity, and 3) The Human Resources Representative Committee, which provides a communication link between the Department for Human Resources and churchwide units.

In addition to the internal committees, this department sponsors advisory committees that plan, implement, and oversee

the well-workplace initiative, all-staff day, the staff Christmas party, the summer picnic, staff recognition events, and the Christmas service project.

Staffing

In 2003 and 2004, the churchwide office experienced a relatively small level of turnover in executive leadership positions. Two executive directors were named during that period:

- Pr. Rafael Malpica-Padilla was elected executive director for the Division for Global Mission. He was formerly associate executive director in the Division for Global Mission.
- Ms. Sue Rothemeyer was appointed interim executive director for the Division for Higher Education and Schools. She was director for campus ministry in the Division for Higher Education and Schools.

In faithfulness to the Gospel and this church's commitment to be inclusive in the midst of division in society, the churchwide units are staffed to reflect the inclusive unity that is God's will for this church. As of April 2004, 60.9 percent of the churchwide staff were female, 74.2 percent were lay persons, 29.2 percent were persons of color.

A significant change in department staffing occurred when the Office of the Treasurer and the Department for Human Resources received and acted on recommendations from a team charged with finding new, more effective and more efficient ways to do budget and personnel work. This restructuring resulted in a reduction of 5.5 full-time positions. One function, payroll, and significant work previously completed within units moved into Human Resources; three full-time and one part-time position moved into Human Resources; all filled with existing staff.

Compensation and Benefits

In keeping with the *Personnel Policies of the Churchwide Organization*, the department sponsors a regular examination of the salary grades used for compensation administration in the churchwide offices. In addition, grade-level reviews were conducted on an ongoing basis for various positions.

The 2005 salary and housing allowance for the presiding bishop is \$159,353. The 2005 salary and housing allowance for the secretary of this church is \$130,271. The 2005 salary for the treasurer of this church is \$116,696. Salaries of full-time officers are set by the Church Council's Executive Committee, within ranges established by the Church Council.

For perspective, it is noted that while the presiding bishop's salary is the highest one among ELCA churchwide staff, it is not the highest within ELCA-related organizations. Some Lutheran college presidents and executive directors of ELCA social service agencies and institutions receive higher salaries and wider ranges of benefits. In the context of the Chicago metropolitan area, for comparison purposes, the presiding

bishop's salary level is approximately comparable to the middle range of salaries received by suburban high school administrators.

Studies conducted by Hay Management Consultants consistently find that ELCA salaries are within the range, but on the low side when compared with other not-for-profit organizations in the Chicago area. Salary grade ranges for staff of the churchwide organization were reviewed and, after approval by the Church Council, adjusted for the year 2004. In response to budget limitations, there were no merit salary increases for churchwide staff in 2004; however, merit increases were given in 2005. There were some promotional increases granted in 2004 and the few people whose salaries fell below the range were raised to the new grade minimum. When staff members reach the maximum of the range, their salaries are frozen; however, they remain eligible for an annual lump sum merit payment based on performance.

Salary grades and ranges (as of November 2004) are:

<u>Grade</u>	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
3	\$16,869	\$19,846	\$22,823
4	\$18,068	\$21,257	\$24,445
5	\$19,437	\$22,867	\$26,297
6	\$21,063	\$24,780	\$28,497
7	\$22,861	\$26,895	\$30,930
8	\$24,915	\$29,312	\$33,709
9	\$27,226	\$32,031	\$36,836
10	\$29,964	\$35,252	\$40,540
11	\$33,132	\$38,978	\$44,825
12	\$34,395	\$42,994	\$51,592
13	\$36,743	\$45,928	\$55,114
14	\$39,559	\$49,449	\$59,339
15	\$42,954	\$53,692	\$64,430
16	\$46,998	\$58,748	\$70,497
17	\$52,476	\$65,595	\$78,714
18	\$57,670	\$72,088	\$86,505
19	\$63,858	\$79,822	\$95,786
20	\$71,328	\$89,160	\$106,992
21	\$80,273	\$100,341	\$120,410
22	\$91,046	\$113,807	\$136,569
23	\$103,966	\$129,957	\$155,949
24	\$119,452	\$149,315	\$179,178
25	\$138,015	\$172,519	\$207,023

In 2004, the Church Council approved a new benefit for staff of the churchwide organization: a community service day. Under this policy, employees are encouraged to share their time, talents and gifts by taking an active, visible role through volunteer activities that make a difference in communities. To

that end, all regular full-time employees are allowed to take one paid eight-hour day each calendar year to use for volunteer community activities.

Performance Management System

The performance management process establishes a consistent approach for defining job expectations, measuring performance, addressing employee development needs, and documenting progress. It also promotes dialog between supervisors and employees about performance and development as well as career expectations. All staff are evaluated using a broad range of feedback.

Staff Development

A wide variety of required and elective courses are available to assist staff members with individual training and development needs. Required "core" courses include New Employee Orientation, Telephone Training, Sexual Harassment Prevention, and Anti-Racism Training. In addition, the Department for Human Resources provides other training courses for units and individuals focused on team building, supervision, compliance issues, and new policies. In addition, employees may participate in Cardio Pulmonary Resuscitation (CPR) training delivered by the Red Cross, or pre-retirement seminars presented by the Board of Pensions.

Personnel Policy Changes

In 2004 the Church Council approved two business ethics policies. One is written for people serving on council and boards; a second is written for all employees of the churchwide organization. These policies address business ethics and do not include other ethical values and policies of the Evangelical Lutheran Church in America.

Several other policies were revised to provide guidelines for completing background checks.

Major Directions for 2005-2007

Major efforts on the horizon include in-depth supervisory training for all churchwide supervisors, support for the restructuring of the organization, continued and enhanced use of technology in the department, and ongoing analysis and revision of existing personnel policies.

DEPARTMENT FOR HUMAN RESOURCES

Else B. Thompson, *director*