

Congregational Salary Program



For UUMA Members
February 2023

Improving Practicality
Advancing Equity
Leading with Integrity

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UUA Office of Church Staff Finances

Our Mission

Guided by the values of our faith,
we equip congregations for excellence
as employers
and their staff for financial competence
and well-being.



Our Time Together

Overview

New Congregational Salary Program

 Main webpage and resources

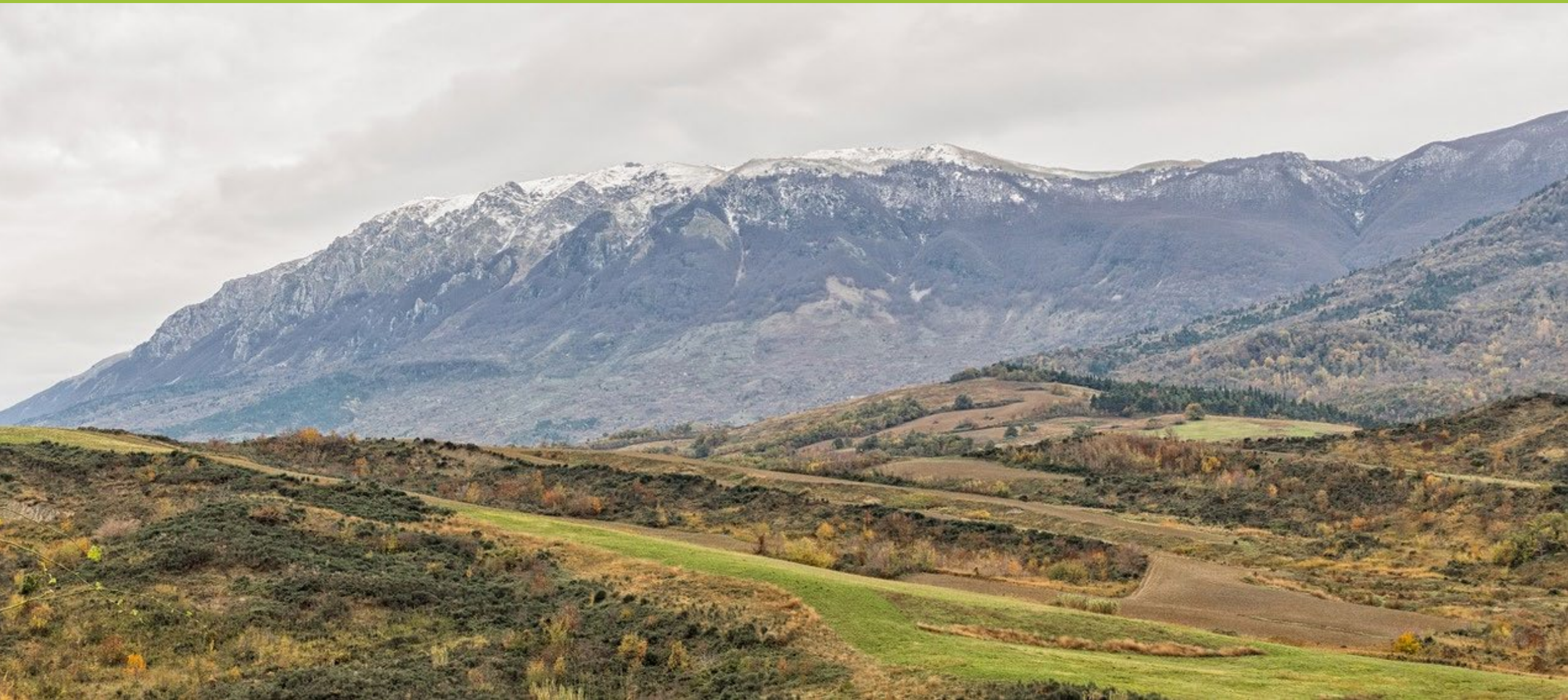
 Process work-thru

Roles

Questions and Conversation



Overview



Why Do We Provide Salary Recommendations?

- ✓ Promote economic justice
- ✓ Equip congregations for excellence as employers
- ✓ Help congregations attract and retain quality staff
- ✓ Aid congregational decision-making
- ✓ Create consistent expectations across congregations



Challenges of Former Approach (1995-2022)

Practicality

Unique jobs

Evolving duties

Innovative leadership models

Equity

Cultural wage biases perpetuated

Internal equity deemphasized

Integrity

Illusion of precision

Local wage info ignored

Legal compliance and procedural guidance minimized

Economics

Viability of congregations & professions



In creating a new program, we wanted to...

- Continue to provide useful information
- Emphasize that comp is about process and values, not just numbers
 - Equity
 - Transparency
 - Economic justice
- Better accommodate a wide range of staff roles and configurations
- Acknowledge and allow for change over time
- Encourage use of other sources of info
- Empower congregational decision-makers



Economic Justice

Focus on lower wage earners, lower end of ranges, smaller congregations

- Levels help mitigate cultural wage biases
- Lowest salary = \$30,300 (Geo Index 1, Size A, Support Level minimum)
- All minimums at 90% of midpoint*
- Ruler Method: progress faster to midpoint
- Customized approach for 800+ members
- Career pay progression in tension with:
 - Wage ratios (highest/lowest pay within congregation)
 - Pay differences by size (how much pay increase for larger?)

* Previously many ranges significantly wider, i.e., lower minimums



Main Webpage and Resources

Congregational Salary Program

By [Jan Gartner](#)

November 15, 2022

A New Approach

In November 2022, we launched a freshly designed Congregational Salary Program in order to live more fully into UU values and better meet the needs of today's congregations.

Highlights include:

- A greater emphasis on process and values
- A new structure for our Recommended Salary Ranges, featuring six job levels (instead of 26 job titles) and four congregational size profiles (replacing the previous six size categories)

We will keep all 2022-2023 resources available through the '23-'24 year on this [Salary Recommendations: Historical Information](#) page.



Main Webpage

Congregational Salary Program page

(You get to everything from here.)

<https://www.uua.org/leaderlab/congregational-salary>

We'll take you through the **Resources** and **Reminders** sections of this page.

Note in top section

We're keeping all 2022-2023 resources available through the '23-'24 year on this [Salary Recommendations: Historical Information](#) page.



Resources

Introductory Information

Please review these two resources before accessing the '23-'24 Recommended Salary Ranges.

- [Introducing a New Congregational Salary Program \(PDF\)](#)
- [Unconscious Bias in Compensation \(YouTube, 8 minutes\)](#)

***Please
remind
leaders:
Do not rush
to the salary
charts!***



Resources

Key Documents for Use with Recommended Salary Ranges

- [Salary Process Guidance \(PDF\)](#)
- [Geo Index Listing \(PDF\)](#), [Canadian Geo Index Listing \(PDF\)](#)
- [Congregational Size Profiles \(PDF\)](#)
- [Job Level Rubric \(PDF\)](#)

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Resources

Recommended Salary Ranges for 2023-2024

Access by completing a quick form.

Form confirms that Intro Information has been viewed.

Recommended Salary Ranges for Congregational Staff

By [Jan Gartner](#), [Sean Griffin](#)

Why a Separate Page?

Significant changes to our Congregational Salary Program have been introduced for the '23-'24 year. Putting the Recommended Salary Ranges on a separate landing page ensures that you have appropriate context about the new program methodology first and enables us to contact you to provide updates.

The resources immediately below are copied from the [Congregational Salary Program](#) page for your convenience, with the Recommended Salary Ranges themselves in the last section.

The screenshot shows a 'Rubric' table with columns for 'Qualifications' and 'Authority & Accountability'. The 'Qualifications' column includes 'Expected' and 'Special situations' categories. The 'Authority & Accountability' column includes 'Degree of power accompanying the actions; breadth of accountability'. Below the rubric is a 'Congregational Size Profiles' section with a table for 'Size B (120 to 230 Members)' and 'Size C (200 to 450 Members)'. The table shows salary ranges for 'Expected min', 'Midpoint', and 'Expected max'.

Size B (120 to 230 Members)	Size C (200 to 450 Members)
\$45,400	\$50,800
\$50,400	\$56,400
\$55,400	\$62,000



Reminders

Process is Primary! Compensation is about more than numbers. Your compensation policies and practices are a way of living your values. Our [Salary Process Guidance \(PDF\)](#) includes a list of suggested policies and practices to help you ground your compensation decisions in equity, transparency, and economic justice.

Local Information: For many positions, understanding local wage norms is important. Additionally, although all Recommended Salary Ranges meet the federal minimum wage, it is possible that some do not comply with all state and local wage laws. Please be aware of minimum wage law in your area, as well as the [living wage](#).

Cost of Living: The third-quarter Consumer Price Index (CPI-U) increase from 2021 to 2022 was 8.3%. As you budget for staff salaries in the year ahead, consider that a 8.3% wage increase would be needed to roughly maintain a typical employee's purchasing power. This this may be aspirational for most congregations as it is for many other organizations. It is common for raises to lag the CPI-U change during periods of high inflation.



Process Work-thru

Everything is accessible from the Congregational Salary Program page (<https://www.uua.org/leaderlab/congregational-salary>)

Read the Salary Process Guidance document

1. Look-up Geo Index
2. Evaluate Congregational Size
3. Use Job-Level Rubric to determine job level of position(s)
4. Only then reference Salary Recommendations



Geo Index

- Easiest step
- No change in methodology
- [23-24 Geo Index Listing](#)
- Measures Cost of Wages
- Provides Cost of Living info

Geo Index Listing 2023-2024

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Please read the **Cost of Living** and **Cost of Wages** explanations on the first page.
 Congregations are listed alphabetically by state and then by meeting city.

Cong ID	Congregation	Meeting City	State	GEO Index	Cost of Living vs US average
1933	Anchorage	Anchorage	AK	5	+30
1934	Fairbanks	Fairbanks	AK	5	+15
2011	Juneau	Juneau	AK	5	+39
2012	Sitka	Sitka	AK	5	+20
1913	Auburn	Auburn	AL	2	-16
1914	Birmingham	Birmingham	AL	2	-10
1921	First Universalist Church of Camp Hill	Camp Hill	AL	2	-16
1922	Fairhope	Fairhope	AL	1	-11
1923	Shoals	Florence	AL	1	-18
1924	Huntsville	Huntsville	AL	3	-9
1925	Mobile	Mobile	AL	2	-11
1931	Montgomery	Montgomery	AL	2	-15
1932	Tuscaloosa	Tuscaloosa	AR	1	-13
2030	Eureka	Eureka Springs	AR	2	-12
2023	Fayetteville	Fayetteville	AR	1	-13
2027	Hot Springs	Hot Springs	AR	1	-15
2024	Village	Hot Springs Village	AR	1	-15
2025	UU Fellowship of Jonesboro	Jonesboro	AR	1	-17
2031	Little Rock	Little Rock	AR	1	-16
2036	UU Fellowship of Mountain Home AR	Mountain Home	AR	1	-15
2040	UUs of Benton County	Rogers	AR	2	-10
2029	Green Valley	Amado	AZ	3	+12
2015	Valley UU	Chandler	AZ	2	+20
2013	Beacon	Flagstaff	AZ	3	-2
2018	West Valley	Glendale	AZ	3	+39
2014	Phoenix	Paradise Valley	AZ	2	+0
2026	Granite Peak	Prescott	AZ	2	+0
2016	Prescott UU Fellowship	Prescott	AZ	2	+0



Evaluate Congregational Size

Congregational Size Profiles (https://www.uua.org/files/2022-11/Size_Profiles.pdf)

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November 2022

1. Start with Membership
2. Consider Operating Budget
3. Consider Staffing
4. Expanded process means some overlap
5. Use data from Congregational Directory (<https://my.uua.org/directory/>)

Congregational Size Profiles				
For UUA Recommended Salary Ranges				
<i>New! Size profiles overlap. Use membership, operating expenses, and staffing info to determine best size.</i>				
Profiles	Size Profile A	Size Profile B	Size Profile C	Size Profile D
Membership	Up to 140	120-230	200-450	400-800
Number of congregations in each size profile	641	213	179	46
Operating Expenses	<i>Based on 2022 UUA certification data. Percentile is % at or below given budget level.</i>			
Median (50th percentile)	\$ 63,870*	\$ 243,315	\$ 433,382	\$ 772,467
5th percentile	\$ 4,336	\$ 146,969	\$ 241,874	\$ 446,496
95th percentile	\$ 237,668	\$ 518,252	\$ 776,667	\$ 1,320,645
Staffing	<i>Based on data collected in Spring '22 Compensation and Staffing Survey</i>			
<i>Note! Full-time equivalent # staff below excludes bookkeepers, custodial staff, childcare workers, and instrumentalists.</i>				
Typical # FTE Staff	Usually .5 to 3 FTE	1.5 to 4 FTE	2.5 to 6 FTE	4.5 to 10 FTE
Typical # Ministerial Staff	Up to 1 FTE minister	1 to 1.5 FTE ministers	1 to 2 FTE ministers	1 to 3 FTE ministers
Typical Staffing Pattern	No minister, or part-time or full-time minister. 0-4 part-time staff.	Full-time minister; limited other part-time and/or full-time program and administrative staff	"Layers" of staffing, e.g., minister supervises full-time religious educator who supervises assistant and/or youth staff. Possible 2nd executive role.	Robust staffing. More than one executive role, and a number of specialized roles.

Our largest congregations can contact us for guidance.

*The median for Size Profile A reflects the fact that we have a great many congregations with very small budgets and likely no employees.

Consider job level of position(s)

Use Job-Level Rubric (https://www.uua.org/files/2022-11/Job_Level_Rubric.pdf)

1. Based on Job Characteristics
 - Moved away from Job Titles
 - Adaptable Job Levels
2. Appropriate level may be a blend
3. Transparency important
4. Two pay tiers for higher levels

November 2022

UUA Job Level Rubric		Office of Church Staff Finances for '23-'24 Recommended Salary Ranges		
Job Characteristics → Job Levels ↓	Qualifications Needed or Expected for the Job Required education or certifications, needed specialized knowledge and skills, expected experience	Authority & Accountability Degree of power accompanying the role to make decisions and take actions; breadth of accountability	Visibility & Impact Degree to which behavior, decisions, and actions influence the congregation and beyond	Responsibilities, Hours, & Conditions Supervision, volunteer coordination, budget oversight. Irregular hrs, on-call, required onsite time. Physical risk, physical labor, noise.
Minister/Executive I <i>Highest level of authority, accountability, and influence.</i> Two pay tiers: Minister and Program/Admin Common job titles: Minister, Lead Minister, Interim Minister, Exec Director	Minister in fellowship OR very high level of relevant specialized training, knowledge, skills, and/or experience.	Authority to make high-level decisions; broadly accountable for success of all programs and services. Reports to board.	Highly visible and influential. Represents the congregation in the community.	Typically head of staff and lead executive. Budget oversight. Collaborative relationship with board. Hours flexible but also unpredictable while maintaining appropriate boundaries. Often on call for emergencies and has a 24/7 burden. A lot of evenings and many or most weekends expected.
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;"> <p>Note for Size A congregations and part-time ministries: The solo minister or executive in a small congregation should almost always be placed at the Minister/Executive I level, although accountability may be limited to selected areas, based on agreed-upon priorities, and general expectations may be more narrowly defined. They are still involved with broad level decisions and have a high level of influence.</p> </div>				

Salary Recommendations

1. Accessed thru Congregational Salary Program Page
2. Registration required
3. Two tiers for higher job levels
4. Evaluate placement in range
5. The “Ruler Method”
6. Blending may be appropriate
 - Across size
 - Across job levels
7. Emphasize process & values

UUA Recommended Salary Ranges July 2023-June 2024

Be sure to review notes and key resources at bottom.

Minister/Executive I

Minister Tier

90% Expected Minimum	100% Midpoint	110% Expected Maximum	114% Special Situations
Size A (Up to 140 Members)			
\$60,800	\$67,600	\$74,400	\$77,100
Size B (120 to 230 Members)			
\$73,000	\$81,100	\$89,200	\$92,500
Size C (200 to 450 Members)			
\$87,600	\$97,300	\$107,000	\$110,900
Size D (400 to 800 Members)			
\$104,200	\$115,800	\$127,400	\$132,000

Geo Index 3

Program/Administrative Tier

90% Expected Minimum	100% Midpoint	110% Expected Maximum	114% Special Situations
Size A (Up to 140 Members)			
\$58,000	\$64,400	\$70,800	\$73,400
Size B (120 to 230 Members)			
\$69,500	\$77,200	\$84,900	\$88,000
Size C (200 to 450 Members)			
\$83,400	\$92,700	\$102,000	\$105,700
Size D (400 to 800 Members)			
\$100,100	\$111,200	\$122,300	\$126,800

Highlights and Reminders *(Links at right)*

- 1. Process is primary!** Our goal is to help congregations create and implement equitable and transparent pay policies and practices that demonstrate economic justice and keep congregations in right relationship with their staff. Be sure to read our Salary Process Guidance document.
- 2. New Structure for Recommended Salary Ranges**
This is a new approach. It may take some time for your congregation to fully live into it. Start with process and let the values of equity, transparency, and economic justice guide you. See resources at right.
- 3. Key Process Reminders** *(More in Salary Process Guidance document)*
 - Use the Ruler Method to place each employee within their range.
 - Local wage norms are an important consideration for some positions. Also check your area's living wage.
 - Rates are for 40 hours/week or full-time in your congregation.
 - Prorate for part-time or divide by 2,080 for hourly rate. Note that it may take a higher pay rate to attract part-time staff, especially for positions with very limited hours.

Key Resources

Salary Process Guidance
https://www.uua.org/files/2022-11/Salary_Process_Guidance.pdf

Job Level Rubric
https://www.uua.org/files/2022-11/Job_Level_Rubric.pdf

Congregational Size Profiles
https://www.uua.org/files/2022-11/Size_Profiles.pdf

Living Wage Calculator
<https://livingwage.mit.edu>

Congregational Salary Program page
<https://www.uua.org/leaderlab/congregational-salary>

Application – The Ruler Method



Expected minimum: 90% of midpoint

Midpoint: 100%

Expected maximum: 110% of midpoint

Special situations: 114% of midpoint

- New Hires & Annual Salary Adjustments
- Professional Milestones, Credentialing, & Exceptional Service
- Instructive, Not Prescriptive
- Important tool for promoting Economic Justice



Setting Pay: New Hires & Annual Adjustments

Upon Hire

- 0” minimum qualifications/expectations
- 5” coming in fully proficient
- Strive for consistent philosophy

Annual Adjustments

Priority on getting to midpoint

- 1” per year up to 5”
- 0.5” per year once reach 5”
- Add for professional milestones or exceptional service
- Strive for consistent philosophy

Challenge

Determine relative relevance/value across staff of:

- Work history
- Lived experience
- Volunteer work
- Unconventional paths
- Degrees and other credentials

Challenge

Consider Community-based staff: tension between internal and external equity



Professional Milestones

General

- Specifics up to congregational leaders
- The challenge of establishing relevance/value
- Staff: do not make assumptions about raise upon completion – talk early with supervisor
- Congregational leaders should strive for consistency

UUA In-House Programs (RE Credentialing and Music Leadership Certification)

- Staff: do not make assumptions about raise upon completion – talk early with supervisor
- RE Credentialing: add 0.5” per successive level in year of completion
- ML Certification: add 1” in year of completion



Transitioning to the New Program

Focus on process and values

Recognize when aspirations exceed resources

Set priorities, for example:

- Bring lowest paid up to living wage

- Provide cost of living adjustment to all

- Remedy specific pay discrepancy

Nobody's pay gets lowered



The Role of the UUA Compensation Team

Equip congregations for excellence as employers

Whole-staff approach

Advocate for equity, transparency, and economic justice

Provide a service to congregations

- Process guidance (primary!)

- Recommended salary ranges

Be cheerleaders for congregational leaders



The Role of Congregational Leaders

Congregation retains agency: owns decisions, policies, and practices

Make process primary

Use UUA information responsibly and sensibly

Take good care of staff in other ways!

Photo by Renee Ruchotzke



The Role of Ministers

Learn about UUA resources and guidance

Reach out to us with questions

Advocate for equitable and transparent pay practices

For Heads of Staff & Supervisors

Recognize your power and your responsibility

Advocate for staff

Examine pay practices through lens of values

Communicate honestly and compassionately



What We Hear from (Some) Non-Clergy Staff

Frustrations about Pay

Disempowerment

Decision-making not transparent

Misuse of UUA recommendations

Experience not accounted for

Supervisor not advocating

Don't trust leaders

Other comp issues – benefits, time off

Household under financial strain

Lack of career path options

Realities

Increasing costs, stagnant budgets

Reversal of trend toward more staff + hours

Expect further decline in congregational membership and staffing

Professional growth won't translate into promotions or viable career paths for all

Opportunities to Minister

Build trust

Support your team

Manage anxiety (including your own)



Thank you!

Conversation

Questions

Thoughts

Joys and sorrows

