



## Report of Human Resources

Always  
being made  
New.

25 YEARS TOGETHER IN CHRIST

### Statement of Purpose

Through service and administration, Human Resources 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. Staff members strive to achieve good stewardship for the people of the Evangelical Lutheran Church in America (ELCA). In all endeavors, Human Resources embraces the mission of this church to give joyfully in witness and service.

The mandate of this team is defined in continuing resolution 15.12.D10. of the *Constitution, Bylaws, and Continuing Resolutions of the Evangelical Lutheran Church in America*, which is available in Section XII of the *2013 Pre-Assembly Report*.

The Human Resources mission statement 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.* The statement reflects its constitutional mandate and guides daily interaction.

### Internal Committees

The executive for Human Resources serves as the convener for the Leadership Advisory Committee and for the Radar O'Reilly Committee (consisting of the executive administrative assistants). In addition, Human Resources is represented on the data security committee, the policy review committee, the enterprise-wide operations committee, and the financial systems steering committee.

Human Resources sponsors project specific committees that plan, implement, and oversee the staff Christmas party, staff recognition events, the Christmas service projects, other employee events, care for the art collection, and building tours.

### Staffing

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. As of December 31, 2012, 58 percent of the churchwide staff were female, 67 percent were lay persons, 34 percent were persons of color. Using the guidelines established by the Federal Labor Standards Act, 87 percent of positions were exempt.

### Compensation and Benefits

Per the *Personnel Policies of the Churchwide Organization*, the team sponsors a regular examination of the salary bands used for compensation administration in the churchwide offices. In addition, reviews of position placement within bands are conducted on an ongoing basis. Following a comprehensive study in 2011, the Church Council approved the pay ranges to six salary bands. The ranges were established to reflect the philosophy that generally entry level positions be placed approximately at the midpoint of the market while higher level positions are placed lower in the range. In addition, special market comparisons were made for salaries in the Office of the Treasurer-Information Technology team.

Salary band ranges for 2013 are:

Band 6: *Enterprise Guidance*. Examples of positions in this band include the presiding bishop, executive for administration, officers, Mission Investment Fund (MIF) president, Women of the ELCA executive director.

Band 5: *Expression Guidance*. Examples of positions in this band include executive leadership, general counsel, MIF senior leadership.

Band 4: *Operational Leadership*. Examples of positions in this band include directors, associate general counsel, controller.

Band 3: *Implementation Leadership*. Examples of positions in this band include managers, program directors, seasoned expert professionals.

Band 2: *Implementation*. Examples of positions in this band include associate program directors, solid professional workers, specialists, coordinators.

Band 1: *Implementation Support*. Examples of positions in this band include technicians, clerical and administrative support, customer service.

The bands ensure that ELCA salaries are competitive with similar organizations in the Chicago area. Similar organizations are those that are nonprofit, render a service to society, and are mission-driven. As part of the budget process each year and in accord with the churchwide organization personnel policies, a pool for merit increases is established. In 2010 no increases were granted; in 2011 and again in 2012, the pool was established based on an increase of 3 percent.

### **Personnel Policies 2011–2013**

A number of personnel policies have been revised to reflect changes in regulations, structure, and practice. Two new policies—“Electronic Communication Policy” and “Cell Phones, Tablet Computers, and Other Electronic Communications Devices”—have been added. All changes and additions are approved by the Church Council.

### **New Human Resource Information System**

In order to increase security as well as to give employees more control and access to their information, the churchwide organization has moved to an information system developed by Ultimate Software. By the end of 2013, all payrolls, time and attendance, recruiting, and performance management will be handled through this system.

### **Staff and Leadership 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 and Sexual Harassment Prevention. In addition, Human Resources provides other training courses for units and individuals focused on team building, supervision, compliance issues, and new policies. A particular focus is being placed on leadership development aspects of the process.

### **Major Directions for 2013–2016**

Major efforts on the horizon include continued supervisory training for all churchwide supervisors, support for leadership development within the organization, continued and enhanced use of technology, and ongoing analysis and revision of existing personnel policies.

Ms. Else B. Thompson, *executive*