

Congregational Guidelines for the Care of Professional Church Workers

Pacific Southwest District The Lutheran Church—Missouri Synod 2010

You have waited over a year for this; the new Salary Guidelines are here. In years past we simply took the government COLA (Cost of Living Adjustment) figure and increased the base salaries by that amount. At the end of 2008 when we were to release the 2009 guidelines, the economy was so unstable with the COLA jumping up and down every month, there was no way we could project a salary adjustment a year ahead. So the 2009 Salary Guidelines were not released.

This past year gave us the opportunity to over haul the guidelines to make the base salaries more appropriate to the geographical region of our churches home cities. You will see that the base figures are now defined in geographical regions by 3-number zip codes. Also the base figures were analyzed to reflect actual salary data provided by Concordia Plan Services' salary survey and from the actual salary survey conducted by the Pacific Southwest District.

The job classification has also been redesigned to cover most of the professional church worker positions in church offices and schools. This should settle a lot of questions of pay scales for different ministry staff positions that were not covered in the previous guidelines.

I would appreciate your feed back on how this new guideline is working for your church and if any additional information in these guidelines would be helpful to you. The new "Congregational Guidelines for the Care of Professional Church Workers" will be posted on the PSD web site.

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THE CHURCH WORKER SUPPORT COMMITTEE

When workers accept a Call or appointment to service, they make a commitment to faithful and full service to the best of their ability, with the help of God. Congregations, too, must commit to provide for the worker's needs. It is recommended that the congregation establish a **church worker support committee** to assure that the workers' needs are met.

The church worker support committee should not only be concerned with the fair and just compensation of the worker, but also other benefits which would enhance the worker's feeling of security, and value.

In general, the support committee should plan for the overall well-being of each staff member. The following are examples of what should be considered for value and care of the church worker.

- Provide adequate salary and housing
- Provide moving expenses
- Provide assistance in finding suitable housing
- Provide adequate vacation and leave time
- Provide financial assistance for professional growth
- Provide appropriate work space and furniture
- Provide adequate materials and equipment needed for productive service
- Plan periodic recognition for service or achievement
- Express appreciation with gifts, mementos, tickets etc.
- Recognize special occasions, i.e. birthdays, anniversaries, graduations etc.

EXCELLENCE AND ACCOUNTABILITY

Congregations **are strongly encouraged** to do an annual performance evaluation based on annual goals and ministry descriptions/responsibilities. Annual evaluations should be done for pastors, professional church workers, and all congregational employees. This will be helpful, not only to the congregation, but to the workers in order to provide for excellence in ministry. If a worker's responsibilities are identified clearly in his/her job description, it will be easier for the worker to perform **his/her or their** functions and serve as a guide for an evaluation of his/her performance by the congregation.

Evaluation is to be conducted by the appropriate supervisory person to whom a worker reports. In the case of a Sole Pastor or Administrative/Senior Pastor, the chairman of the congregation and chairman of the elders should conduct the performance evaluation. Professional church workers should be evaluated by the appropriate board(s) and supervisory personnel. Other congregational workers should be evaluated by the appropriate supervisor.

"The Congregational Guidelines for the Care of Professional Church Workers" is a tool for the congregations of the Pacific Southwest District LCMS to provide for the love and care of the worker and his/her family.

COMPENSATION AND BENEFITS

ESTABLISHING THE SALARY BASE

Demographics Salary Calculator

The purpose of the Demographic Salary Calculator (DSC) is to give congregations a more representative tool when calculating the base salaries for professional church workers than has been previously available. In the past the calculator started with three base salaries, based on the state where the congregation was located and used multipliers for congregation size and experience factors. The DSC model uses a three digit zip code prefix in the determination of the base salary for several different job descriptions. By basing the base salary on the three digit ZIP code prefix, and the existing demographic data available to the district office, this allows the guidelines to more accurately reflect the costs associated with living in the different and economically diverse areas within the PSW District. Under the old schema, a pastor fresh from the seminary, called to Irvine, California to a congregation of 200 souls, would be paid the same as a pastor called to a similarly sized congregation in Victorville. That model does not reflect the difference of the cost of living between the two locales. In the DSC model, the pastor in Irvine would earn more to reflect the cost of living differentials between the two ZIP code prefixes. We feel this model gives the member congregations a more accurate method of calculating a fair salary for the differing locales of the PSW District.

ADMINISTRATIVE MULTIPLIERS

Based upon information from our congregations, the Synod and other Districts the Base Salaries in these guidelines take into account the various levels of responsibility and authority included within the expectations and position descriptions for the enumerated church worker positions. Additionally such sources were used to develop multipliers for congregational size, experience and additional education to reflect the difference in value the worker brings to the congregation.

To use the administrative multipliers, add the appropriate multiplier(s) to the multiplier in the experience and education table on Page 4 then multiply the applicable base salary by the result.

For example:

The example is for a Senior Pastor in ZIP code prefix "850" with a PhD and 10 years professional experience who is serving a congregation with average worship attendance of 325.

First go to the Education and Experience Multiplier Tables, find the PHD column and drop down to the 10-year row to find the multiplier of 1.60, mark that down (1.60).

On the Base Salary Tables, find the 850 ZIP code section. Under the column for Congregation/School Size for 301 - 500, find the Senior Pastor multiplier of 0.050, add that to the 1.60 to get 1.65 for the total multiplier (1.60 + 0.05 = 1.65).

Then multiply the base salary of \$49,950 by 1.65 (sum of multipliers) for a salary of \$82,417.50, ($\$49,950 \times 1.65 = \$82,417.50$).

**EDUCATION AND EXPERIENCE
MULTIPLIER TABLE**

Years in Ministry	12 ECE UNITS	24 ECE or CDA	AA ECE	Bachelor Degree	Bachelor Degree + 15hrs	Bachelor Degree + 30hrs	Masters Degree	Pastor or Masters Degree + 15hrs	Pastor or Masters Degree + 30hrs	PhD
0	0.490	0.590	0.750	1.000	1.100	1.170	1.200	1.300	1.400	1.500
1	0.505	0.605	0.765	1.015	1.115	1.185	1.215	1.310	1.410	1.510
2	0.520	0.620	0.780	1.030	1.130	1.200	1.230	1.320	1.420	1.520
3	0.535	0.635	0.795	1.045	1.145	1.215	1.245	1.330	1.430	1.530
4	0.550	0.650	0.810	1.060	1.160	1.230	1.260	1.340	1.440	1.540
5	0.565	0.665	0.825	1.075	1.175	1.245	1.275	1.350	1.450	1.550
6		0.680	0.840	1.090	1.190	1.260	1.290	1.360	1.460	1.560
7		0.695	0.855	1.105	1.205	1.275	1.305	1.370	1.470	1.570
8		0.710	0.870	1.120	1.220	1.290	1.320	1.380	1.480	1.580
9		0.725	0.885	1.135	1.235	1.305	1.335	1.390	1.490	1.590
10		0.740	0.900	1.150	1.250	1.320	1.350	1.400	1.500	1.600
11			0.915	1.160	1.260	1.330	1.360	1.410	1.510	1.610
12			0.930	1.170	1.270	1.340	1.370	1.420	1.520	1.620
13			0.945	1.180	1.280	1.350	1.380	1.430	1.530	1.630
14			0.960	1.190	1.290	1.360	1.390	1.440	1.540	1.640
15			0.975	1.200	1.300	1.370	1.400	1.450	1.550	1.650
16			0.990	1.210	1.310	1.380	1.410	1.460	1.560	1.660
17			1.005	1.220	1.320	1.390	1.420	1.470	1.580	1.670
18			1.020	1.230	1.330	1.400	1.430	1.480	1.590	1.680
19			1.035	1.240	1.340	1.410	1.440	1.490	1.600	1.690
20			1.050	1.250	1.350	1.420	1.450	1.500	1.610	1.700
21				1.260	1.360	1.430	1.460	1.510	1.620	1.710
22				0.270	1.370	1.440	1.470	1.520	1.630	1.720
23				0.280	1.380	1.450	1.480	1.530	1.640	1.730

**EDUCATION AND EXPERIENCE
MULTIPLIER TABLE**

Years in Ministry	12 ECE UNITS	24 ECE or CDA	AA ECE	Bachelor Degree	Bachelor Degree + 15hrs	Bachelor Degree + 30hrs	Masters Degree	Pastor or Masters Degree + 15hrs	Pastor or Masters Degree + 30hrs	PhD
24				1.290	1.390	1.460	1.490	1.540	1.650	1.740
25				1.300	1.400	1.470	1.500	1.550	1.660	1.750
26				1.031	1.410	1.480	1.510	1.560	1.670	1.760
27				1.320	1.420	1.490	1.520	1.570	1.680	1.770
28				1.330	1.430	1.500	1.530	1.580	1.690	1.780
29				1.340	1.440	1.510	1.540	1.590	1.700	1.790
30				1.350	1.450	1.520	1.550	1.600	1.710	1.800
31				1.360	1.460	1.530	1.560	1.610	1.720	1.810
32				1.370	1.470	1.540	1.570	1.620	1.730	1.820
33				1.380	1.480	1.550	1.580	1.630	1.740	1.830
34				1.390	1.490	1.560	1.590	1.640	1.750	1.840
35				1.400	1.500	1.580	1.600	1.650	1.760	1.850
36				1.410	1.510	1.590	1.610	1.660	1.770	1.860
37				1.420	1.520	1.600	1.620	1.670	1.780	1.870
38				1.430	1.530	1.610	1.630	1.680	1.790	1.880
39				1.440	1.540	1.620	1.640	1.690	1.800	1.890
40				1.450	1.550	1.630	1.650	1.700	1.810	1.900
41				1.460	1.560	1.640	1.660	1.710	1.820	1.910
42				1.470	1.570	1.650	1.670	1.720	1.830	1.920
43				1.480	1.580	1.660	1.680	1.730	1.840	1.930

**BASE SALARY TABLES
BY GEOGRAPHIC COMMUNITY (3-digit zip code)**

ZipCodes	Base salary	Congregation/School Size		
		0-300	301-500	501+
865+ 860+ 863+ 864+ 903+ 924				
Senior Pastor	\$48,150	0.000	0.050	0.100
Pastor/Principal	\$43,335	0.000	0.050	0.100
Asst. Principal(FTE)	\$38,520	0.000	0.050	0.100
Teach 12 mo.	\$33,705	n/a	n/a	n/a
Teacher 10 mo.	\$28,088	n/a	n/a	n/a
DCE	\$38,520	0.000	0.100	0.150
Office Staff	10.00/Hr.			

ZipCodes	Base salary	Congregation/School Size		
		0-300	301-500	501+
850+ 853+ 857+ 891+ 900+ 908+ 918+922+ 923+ 925+ 934+ 935				
Senior Pastor	\$49,950	0.000	0.050	0.100
Pastor/Principal	\$44,955	0.000	0.050	0.100
Asst. Principal(FTE)	\$39,960	0.000	0.050	0.100
Teach 12 mo.	\$37,962	n/a	n/a	n/a
Teacher 10 mo.	\$31,635	n/a	n/a	n/a
DCE	\$37,463	0.000	0.100	0.150
Office Staff	12.00/Hr.			

ZipCodes	Base salary	Congregation/School Size		
		0-300	301-500	501+
852+ 890+ 905+ 906+ 907+ 912+914+ 915+ 917+ 919+ 921				
Senior Pastor	\$58,500	0.000	0.050	0.100
Pastor/Principal	\$47,970	0.000	0.050	0.100
Asst. Principal(FTE)	\$46,800	0.000	0.050	0.100
Teach 12 mo.	\$40,950	n/a	n/a	n/a
Teacher 10 mo.	\$34,125	n/a	n/a	n/a
DCE	\$40,950	0.000	0.100	0.150
Office Staff	14.00/Hr.			

**BASE SALARY TABLES
BY GEOGRAPHIC COMMUNITY (3-digit zip code)**

ZipCodes	Base salary	Congregation/School Size			
		0-300	301-500	501+	
920+ 927+ 928+ 930					
Senior Pastor	\$64,800	0.000	0.050	0.100	
Pastor/Principal	\$58,320	0.000	0.050	0.100	
Asst. Principal(FTE)	\$58,320	0.000	0.050	0.100	
Teach 12 mo.	\$45,360	n/a	n/a	n/a	
Teacher 10 mo.	\$37,800	n/a	n/a	n/a	
DCE	\$45,360	0.000	0.100	0.150	
Office Staff	14.00/Hr.				

ZipCodes	Base salary	Congregation/School Size			
		0-300	301-500	501+	
902+ 904+ 910+ 911+ 913+ 926+ 931					
Senior Pastor	\$72,450	0.000	0.050	0.100	
Pastor/Principal	\$57,960	0.000	0.050	0.100	
Asst. Principal(FTE)	\$65,205	0.000	0.050	0.100	
Teach 12 mo.	\$50,715	n/a	n/a	n/a	
Teacher 10 mo.	\$42,263	n/a	n/a	n/a	
DCE	\$50,715	0.000	0.100	0.150	
Office Staff	16.00/Hr.				

RETIREMENT AND HEALTH PLANS

Congregations are encouraged to pay 100% of the costs for comprehensive health plan (unless the plan requires a certain percentage of participation by the insured), retirement, disability, and survivor insurance plans. The policy MUST be applied consistently to all workers otherwise congregations could jeopardize their legal and tax-exempt status by providing unequal coverage of the benefits to all workers and be subject to discrimination law suits. (For more detailed information consult the Congregational Treasurers' Manual – available from the District Office.)

EMPLOYEE BENEFIT PLANS

In order to protect tax benefits, according to the Internal Revenue Service, each individual church worker working more than twenty (20) hours per week must be covered by comprehensive employee benefit plans. Such coverage should include retirement, disability and survivor benefits, and, where desired by the employee, health insurance. There can not be any discrimination between different workers. The same coverage and payment for premiums must be provided to all full-time workers. For further details contact the District office, 949-854-3232, 888-773-5267 or, where synodical coverage is desired, the Concordia Plan Services office in St. Louis, 888-927-7526. (For more detailed information consult the Congregational Treasurers' Manual – available from the District Office.)

SOCIAL SECURITY

While considered employees (under current IRS guidelines) for income tax and reporting purposes, all rostered individuals of Synod, (pastors, commissioned ministers, directors of Christian education, and deaconesses) are not employees for Social Security and self-employment tax purposes, but are considered "self-employed." Therefore, unlike other congregational "employees," the congregation does not pay half of the FICA tax. The professional church workers are obligated to pay the entire tax themselves. Because of this difference, many congregations have paid their rostered workers the amount the congregation would have had to pay to the U.S. Government in FICA tax as an addition to their base salary. This is taxable income for the worker, but it is a way of helping the worker offset the high FICA they are required to pay. Whatever the congregation's policy is regarding Social Security payment assistance, it must be applied consistently to all rostered workers.

(For more detailed information consult the Congregational Treasurers' Manual – available from the District Office or obtain assistance from Concordia Plan Services in Saint Louis.)

CONTINUING EDUCATION

In order to fully understand the changing needs of the congregation and community, professional church workers should be encouraged to participate in a carefully designed and approved program of continuing education. Since the congregation will be the primary beneficiary of such a program, a set amount should be included in the congregation's budget in order to support this program.

A spiritually sound, well-trained (teaching) staff supports ministry. Professional growth should be valued as a necessary ministry tool. In order to maintain consistency of Lutheran thought and teaching non-Lutheran or non-synodically trained educators (and caregivers) should be encouraged and financially assisted in enrolling in the Early Childhood Certificate of Christian Teaching or colloquy programs.

(Both are available at CUI). Certifications and additional coursework in the field of education should be celebrated. Congregations are encouraged to make funds available for continuing education and completion should be reflected in salaries.

Conventions, retreats, conferences, or workshops directly related to the worker's effectiveness in the ministry, or mandated by membership in Synod, are part of the business of the congregation and should not be treated either as part of the worker's vacation or done at his/her expense. Church workers should be encouraged to attend conferences and conventions regularly with all expenses (travel, meals, lodging, registration, etc.) paid by the congregation. Synodical rules require all rostered called workers to attend all district conventions.

ESTABLISHMENT OF PREPARATION TIME FOR EDUCATORS

In order to encourage commitment to faithful and full service to our Lord and Savior, and for the health and well-being of professional church workers, it is recommended that congregations assure the worker that an adequate amount of time will be made available for the purpose of completing the required preparations and record keeping to insure the success of all students. To this end, each full-time educator will be allowed an average of 2.5 to 5 hours per week for preparation periods during the school day. These preparation periods will be in addition to at least a 30 minute student free lunch break. These preparation periods may occur prior to or after student classroom hours.

The rationale for establishing these guidelines include the following:

- Provide time for professional growth (e.g. reading journals, books, etc.);
- Provide time for lesson planning
- Initiate and return phone calls and emails
- Make final preparations for special lessons/activities
- Organize field trips
- Conference with parents, students, or fellow staff members
- Correct papers, record grades, perform required record keeping
- Work on additional responsibilities such as yearbook, NLSW activities, sports, etc.
- Peer coaching and collaboration
- Time to be refreshed

The following suggestions are potential ways to implement this plan:

- At least one additional educator could be added to the staff to furnish specific training in a designated subject (e.g. art, physical education, computer, foreign language, music, etc.) Although this might result in a tuition increase, the students would benefit from the expertise these individuals would bring in broadening these specific areas of the curriculum.
- Paid staff or volunteers may be used to supervise lunch and recess periods. It is important to note that volunteers should be trained specifically and adequately for their position so they feel confident and comfortable in performing the task, and are able to maintain excellent supervision.
- Preparation time may be coordinated with the number of hours a teacher has a classroom aid. Those teachers without a classroom aid would receive more preparation time than those with an aid.

Caring for our professional church workers should be one of our highest priorities. Instituting a teacher preparation time program will be a morale booster for teachers, and will demonstrate care and concern for their high calling. This is vital to the growth and quality in our Lutheran Schools. Our teachers are precious, and caring for their well-being and professional growth is crucial.

OTHER PERSONNEL-RELATED MATTERS

UNEMPLOYMENT COMPENSATION

Under existing state and Federal laws the congregation is exempt from the Unemployment Compensation Act. This means that any employee who terminates or is terminated and is unable to find new employment is not eligible to collect unemployment insurance benefits.

WORKER'S COMPENSATION

Worker's Compensation pays benefits for a work-related injury. You should report any injury to your supervisor as soon after the injury as possible. (For more detailed information consult the Congregational Treasurers' Manual – available from the District Office.)

NON-DISCRIMINATION

The following information is provided to ensure that salary provisions are morally fair, legal, and non-discriminatory. Synod has determined that all teachers who have graduated from one of its colleges and have received Lutheran teachers' diplomas or received the Lutheran teachers' diploma through colloquy should receive calls rather than contracts. Teachers without the Lutheran teachers' diploma are to be classified as lay teachers and may be contracted. Title IX of the Education Amendments of 1972 expressly stipulates that there shall be no sex discrimination in hiring practices. In effect, this means that salaries should be equal for men and women.

AUTOMOBILE EXPENSES

Automobile and other travel expenses are not included in the salary base. Such expenses are business expenses of the congregation for which the worker should be fully reimbursed. Each congregation should consider distances that workers are required to travel in carrying out their assigned responsibilities. (For more detailed information consult the Congregational Treasurers' Manual – available from the District Office.)

Congregations with several staff members are encouraged to recognize that not only the pastor is required to travel to carry out his ministry, but other staff may have ministry that requires travel also. Strive for equity and fairness to all staff members.

VACATION

Days of vacation for the worker are based on prior service. Vacation days are not cumulative, but taken within a given calendar year. Vacation days for twelve-month workers are any days away from assigned duties, including school Christmas and Easter breaks. Congregations are advised to consider maximum vacation time for positions of great responsibility, such as senior pastor and principal, regardless of years of service. It is also suggested that the congregation consider allowing the workers to carry over a portion of unused vacation days, possibly in the fashion: 5 days or less at the worker's discretion.

SUGGESTED VACATION DAYS

Position	1 – 5 Years	6 – 20 Years	20 + Years
12-Month Non-Hourly Workers	3 weeks	4 weeks	5 weeks

BACKGROUND CHECKS AND SEXUAL ABUSE

Background checks should be made on all employees yearly for those in contact with children as stipulated by law. Yearly training courses on avoiding sexual abuse and harassment must be conducted yearly for school employees and is also a good practice for all church employees. These services should be paid for by the church and/or school.

PERSONAL TIME

Personal time is an authorized period of time off the job, with or without pay, and is granted at the discretion of the congregation's administrative body.