

All Souls Church Unitarian Board of Trustees Meeting Minutes

March 27, 2024

Trustees

Name	Present	Absent
Alan Abramson	x	
Pam Coukos	x	
Sophia Fisher, Secretary	x	
Gretta Goodwin	x	
Maya Hermann, President	x	
Traci Hughes-Trotter, ex officio	x	
Brian Petruska, Treasurer	x	
Clair Null, Vice President	x	
Bill Sinkford, ex officio	x	
Justis Tuia	x	

Staff Present

None

Guests Present

Sana Saeed

Sam Trumbull

Jeff Wicklow

Anna Hargraves

Reports Received

- Executive Team Report
- Executive Limitation Report: Staff and Volunteer treatment

Convening

The meeting was called to order at 7:04 p.m.

Chalice Lighting

Traci lit the chalice and shared a reading

Monthly Theme Reflections

Traci shared a reflection on the monthly theme of fearlessness

3-1 Approval of Agenda

- *Motion to approve agenda*
 - Approved without objection

3-2 Consent Agenda

- Approve February minutes
 - Approved without objection

3-3 Overview of budget context across UUA congregations

Sana Saeed, UUA Congregational Life Staff, gave an overview of budget context across the UUA. She is also All Souls' new UUA liaison to the Central East Region (CER) and gave an overview of the support and resources that the CER and the UUA can provide.

Congregational responses to budget deficits vary:

- Ask for pledge increases
- Direct ask to wealthy congregants
- Creative provisional budgets
- Mission of the congregation
- Staff departures
- Sharing staff
- Staff reductions
- Stewardship

How to balance deficit and balanced budgets?

- A healthy approach is over the course of a congregational year
- Intentional, slow, careful

3-4 Hope Rises Update

The Hope Rises stewardship committee gave an overview of the status of the combined capital and stewardship campaigns

- Hope Rises pledges to date
 - \$2.5 M pledged (100 families)
 - \$1.25 M in grant money received
 - \$1 M left in the pipeline (~400 families yet to respond)
- Big push at the beginning
- Approximately 40 stewards reaching out to members
- Would it be worthwhile to recruit more stewards?
- Progress on annual campaign?
 - ~\$750,000 so far, a little over halfway to the \$1.4 M goal
- Only households from whom we have annual pledges have been contacted regarding the capital campaign
- Additional push for pledges to both capital campaign and annual stewardship campaign to start right after Easter
- Goal is to have all pledges in hand by the end of April to feed into the budgeting process

3-5 February Financial Results

Brian gave an overview:

- core donations and revenue were down in February
- slightly under budget in personnel
- building expenses have been trending over budget

Treasurer's report

- how to address concerns about salary equity
- need to explain why people may be above or below UUA guidelines
- tradition in nonprofit sector of disclosing high salaries
 - Executive Team salaries are public, staff salaries are not
 - Different setting than a nonprofit
- UUA guidelines are not fully public
- Why aren't paybands public?
 - Mean as a starting point, not an end point
 - Should be a conversation based on budget, church size, church programming
- Unrestricted endowments are down since 2008 despite strong stock market gains; indicates that the church is drawing more than it should and eating into the principal

12-6 FY 2025 Budget Development

Brian and Traci gave an overview of developing a draft budget for FY 2025

- Will the budget have staff salary averages? No
- The numbers are projected from the profit/loss statement in January
- Policy discussion—keeping all positions but not giving anyone raises but not giving anyone raises (other than as required by DC minimum wage)
- Income assumptions
 - Pledges
 - Non-pledge income
 - Sunday plate collection
- Non-pledge income cut in half; pledges held constant
- FY 2024 pledge income was based on actual pledges received; the hope is to do the same for FY 2025
- Anticipating a pledge shortfall, the FY 2025 deficit may be larger than the current \$200,000 deficit
- Addressing the budget deficit immediately would impact staff and relationships in the community
- Consideration of “right sizing” should happen over the course of a year
- Is there an opportunity to use staff turnover to address some of the budget issues? (not filling all vacant positions)
- What is the minister lineup for next year?
 - 2.5 FTE: 1 senior minister, 1 social justice minister, .5 pastoral care minister
- Not hiring a replacement for Rev. Louise would put too much of a strain on the developmental minister
- How do we balance the need for staff cost savings and weaknesses in the system?
- Not filling staff positions is a temporary solution
- May need a different budget process this year so that the congregation better understands what is being proposed and why
 - The Executive Team has been discussing this; the Finance Committee is providing more context so the budget hearing is not a show and tell—more of a briefing and discussion
 - May need more than one session
- Discussion groups after budget session
- This is what it looks like when people aren't pledging

- We need more engagement and pledges
- Need to see different budget scenarios.
 - Cut deficit to \$100,000
 - Cut projected income by \$50-\$100,000
 - Include 10% distribution from unrestricted endowments
- Beckner – ways to have it contribute more to support programming without funding operations?
- \$60,000 of deficit is UUA contributions
- Conversations will take time—should be done over the next year, not the next month. Forcing it to go fast will cause it to go poorly.
- Talk about reductions not just in terms of positions/people, but also what it means in terms of consequences to programs

3-7, 8 Executive Limitation Report on Staff and Volunteer Treatment; Board cover memo to accompany the report (items combined for discussion purposes)

- Concerned that the report doesn't fully cover the issues of spring 2023
- Report covers November 2022 through February 2024
- Report is based on interpretations approved by the Board of Trustees—reveals issues of putting a square peg in a round hole
- Policy interpretation doesn't handle nuance well

Motion: To find the Executive Team in compliance with the church's policies on Staff and Volunteer treatment; to include the cover memo from the Board of Trustees in the minutes along with the report.

A voice vote was taken: 6-0-1, with Pam abstaining and Alan absent for the vote.

3-9 Executive Team Report

- How is the staff member who was lunged at doing? Ok, continuing to check in on them
- Is there a sense of timing for new security measures to be installed now that the historic preservation approvals have been obtained?
 - Cameras anticipated at the end of April; fence by the end of the church year
- Is there are report somewhere that outlines what measures have been taken and what still needs to be done?

Rev. Bill shared some thoughts

- This has been a long and tough Board meeting
- The Board of Trustees needs to set reasonable expectations for the Board, staff, and church
- Set a queue for the work and be clear with the congregation that the work will take time
- Developmental minister will be dealing with budget and staffing

Motion to adjourn

- Approved without objection
- Meeting adjourned at 9:54 p.m.

Cover Letter from the Board of Trustees for the Executive Limitations Monitoring Report on Staff and Volunteer Treatment October 2022 – February 2024

March 27, 2024

Dear All Souls,

We are writing to share this important Executive Limitations Report on Staff and Volunteer Treatment¹—and to provide some further background and detail that we think will help in understanding the report, and other related work the Trustees and Executive Team have been doing since the fall of 2023.

Under our current [Policy Governance Framework](#), the Executive Team provides a series of annual written Executive Limitation reports to the Board of Trustees, “used as one tool to monitor Board-Executive Team relations, including Executive Team performance.” The attached report is one of the five reports covering areas to be monitored each year. (You can read more about how all of this works on our Policies page here: <https://all-souls.org/about-us/governance/>.)

Because these reports have a very specific format, they do not always fully capture everything the Board is considering as part of its monitoring role—and they do not always explain all of the work being done to support church policy and improve how we live into our policy governance.

Having that additional information is especially important for this report, which covers October 2022 to February of 2024. This period includes everything that happened during the staff departures last spring, the impact and harms of those departures, how All Souls responded, and all of the work we have been doing since to understand and learn from those experiences going forward.

As the Trustees wrote in a [letter](#) to Reverend Bill Sinkford and Executive Director Traci Hughes-Trotter on November 29, 2023, all members of the Board—both Trustees and Executive Team members—have been “partnering over the last several months in a process of reflection and learning about the events surrounding staff departures of this past year.” We want to share a bit more about learnings from that work, and some key actions the Executive Team has taken since those events to begin to repair All Souls as a community and strengthen us as an employer. We also want to share the Board’s thinking in planning for the Developmental Ministry that can build on this work.

Reflecting On and Learning From What Happened

One of the things the Board did in our reflection process was to talk through the events of last spring from multiple perspectives to develop a way to understand what happened—and to talk about ways we all could have done things differently.

In the 2022-2023 church year, long-time and beloved staff, Dolores Miller (Director of Religious Education, James Ploesser (Youth Ministry Coordinator), Jen Hayman (Director of Music and Arts), Lenard Starks (Director of the Jubilee Singers), Rochelle Rice (Assistant Director of Music and Arts), and Gary Penn (Membership Manager), completed their tenures at All Souls. The

¹ (“Executive Limitation Monitoring Report on Executive Limitation #2B Staff and Volunteer Treatment (Reporting period November 2022-February 2024)”)

Cover Letter from the Board of Trustees for the Executive Limitations Monitoring Report on Staff and Volunteer Treatment October 2022 – February 2024

Executive Team was rightly asked by the congregation to take accountability for missteps in the handling of the end of James' employment at All Souls. And in an effort to engage conflict differently, the Executive Team participated in a series of listening sessions facilitated by the All Souls Committee on Right Relations. The Executive Team listened, and in those conversations acknowledged the harm caused by the end of James' employment and offered apologies to religious education youth and families. The intention was for the Executive Team to model, practice, and live out transformative justice principles focused on repair, rather than punishment.

Unfortunately, repair and reconciliation were affected by the departures of Jen and Rochelle, as many members of the congregation understood their resignations to be related to decisions made by the Executive Team. As a result, the qualifications and judgments of Reverend Bill and Executive Director Traci were questioned, and their characters were publicly maligned by many white members of the congregation. This created racial divisions among the congregation, and they are divisions that church leadership is currently working to heal.

Steps Toward Community Repair Since September 2023

An example of such reconciliation is the work the Executive Team and the Board of Trustees have been engaged in since September of 2023. The Executive Team and Board have participated in several facilitated sessions with Julica Hermann de la Fuente (a coach who works with many UU ministers and boards, with a specialization in anti-racism work) to restore trust broken during the 2022-2023 church year and to come back into right relationship. At the heart of these discussions has been the importance of how white supremacy culture plays out at All Souls and in our interactions with one another, and how being present to that reality fosters the ability of board leaders to embrace board leadership as spiritual leadership in care of the community of All Souls. As a result of this work, the full Board issued an apology to the Executive Team for harm done during the conflict and took a unanimous vote of confidence in the Executive Team moving forward.

This vote was informed by the frank discussions we had about the racial harm the Executive Team experienced, the work the Executive Team did and is doing to address staff concerns, the impact of the staff departures on important church programs and on many families and youth, and the feedback we had heard from congregants about poor communications and potential gaps in policy. Our ability to listen with compassion to hard truths from each other, and collectively engage in reflection and learning, has been critical to repairing the trust and confidence we need to serve the church effectively going forward.

Another important milestone in community repair was the Playback Theatre event organized by All Souls member Gregory Ford, Reverend Louise Green (Minister of Congregational Care), and Keith Arnold (Acting Director of Music and Arts) in early January of this year. Many of us participated in that event, where members of the congregation and larger community shared deeply personal stories of hope and meaning they found at All Souls. Other stories were more painful, sharing experiences of transition and uncertainty. Two of these stories described feelings of grief and hurt over how some at All Souls responded to our staff transitions in ways

Cover Letter from the Board of Trustees for the Executive Limitations Monitoring Report on Staff and Volunteer Treatment October 2022 – February 2024

that failed to live up to the 8th Principle, and also failed to fully reflect compassion for the impact on youth and families.

The repair of our community bonds still feels incomplete for some members of the congregation, and our work toward full reconciliation and racial justice will require far more of all of us. For that reason, we have made spiritual repair a key goal for our Developmental Ministry, explained further below.

Steps Toward Strengthening All Souls as an Employer

To begin the process of understanding and learning from departing staff, both the UUA and Trustees conducted exit interviews in June of 2023. With the consent of those staff members, information from those interviews was shared with the Executive Team and has been used to identify areas that can be improved—from communications, to feedback, to how concerns get raised and addressed. You can see some references to these learnings in the attached Executive Limitations Report.

In addition, congregants engaged the Board last spring, including through the budget process and at the Annual Meeting, around some key ways they think All Souls can improve as an employer. And the 2023-2024 church year was also the scheduled legal review and overall update of the Personnel Manual—something the church does already every three years. These created additional opportunities to advance policy and practice.

The Executive Team has already taken a number of notable steps forward. For example:

- Engaging in needed relational work and build a culture of shared ministry among staff and lay leaders;
- Strengthening structures for regular and on-going staff feedback;
- Working with congregant advisory hiring committees to bring on excellent interim leadership for the Religious Education and Music programs and continuing to engage those committees as we look toward staffing for the new church year;
- Clarifying policies for reporting concerns about harassment, discrimination, and other harmful conduct, including describing the role of the President of the Board in cases involving complaints against the Executive Team;
- Adding language on pay transparency to the Personnel Manual that affirms the rights of employees to share information about their own pay, that All Souls will not share individual salaries without consent, and that the church will post pay ranges on all job postings;
- Ensuring All Souls has robust, clear written policies on reasonable accommodations for religious and spiritual beliefs, disability, pregnancy and childbirth, and other legally protected categories; and
- Planning for training on new policies for all supervisors.

There is still more we can do, and the Board is committed to carrying these commitments forward as we embark on Developmental Ministry. We are also discussing creative ways to

Cover Letter from the Board of Trustees for the Executive Limitations Monitoring Report on Staff and Volunteer Treatment October 2022 – February 2024

secure additional outside HR support and resources, and make sure we align our workplace policies to reflect best practices and our values. You can expect to hear more about these ideas as the new budget process moves forward.

Planning for the Developmental Ministry

In December 2023, the Board adopted three key goals for the multi-year period of Developmental Ministry:

- 1. Establish a financially sustainable path for the church that enables us to maintain our building and carry out our mission and goals;
- 2. Foster spiritual repair and restoration that enables our progress toward our existing church goal to become a multicultural, multiracial, multigenerational spiritual community that is grounded in authentic relationships, trust and belonging; and
- 3. Ensure our governance and operational framework enables us to achieve these two goals through shared ministry at a committee, staff, board and congregational level.

The work to better understand harms, to begin community repair, and to take steps to strengthen All Souls, has also informed the Board’s approach to Developmental Ministry and to the Developmental Ministry Goals, particularly goals 2 and 3. We are currently working on ideas on how best to keep this important work to support our Executive Team and our staff on track as we bring our new Developmental Minister on board.

We as a Board look forward to continuing to engage the congregation in all of this essential work over the coming months and years.

Sincerely,

The Trustees of All Souls Church

- | | |
|----------------|----------------|
| Alan Abramson | Maya Hermann |
| Pam Coukos | Clair Null |
| Sophia Fisher | Brian Petruska |
| Gretta Goodwin | Justis Tuia |

Executive Limitation – Monitoring Report

To: Board of Trustees

From: Traci L. Hughes-Trotter, Executive Director

Date: February 28, 2024 (Prepared 2.6.24)

Re: Executive Limitation Monitoring Report on Executive Limitation #2B Staff and Volunteer Treatment (Reporting period November 2022-February 2024)

In October 2022, the Executive Team (ET) submitted to the Board of Trustees (Board) a staff plan that addressed issue areas identified in the February 2022 staff survey conducted by the Board. The ET identified areas of improvement to “garner a collaborative and supportive work environment for all members of the All Souls staff.” The areas were: (1) change of leadership tone and rebuilding trust; (2) modify the Conflict Transformation Policy so that means of redress are clarified; and (3) identify current staff needs.

Much progress was made between September 2022 and March of 2023 toward addressing areas of improvement in the staffing plan. However, progress was stalled in the Spring of 2023 because of staffing changes, and the relational work began anew in the Fall of 2023 with seven new staff members joining the core programming team. In short, September 2022-December 2023 is marked by significant staff recalibration that has required intense focus and effort by the ET to build cohesiveness amongst long-term and newly hired staff. The established monitoring structure required by the Board of Trustees (Board) does not easily lend itself to a full articulation of the events of the 2023 church year and the ET’s response within the boundaries of the accepted interpretations. Where applicable to the interpretation of policy, ET actions related to compliance are noted.

Policy: *Hiring, Retention and Treatment of Staff.* With respect to the hiring, retention and treatment of Staff, the Executive Team must operate in ways that fulfill Unitarian Universalist principles and the Church’s Principles, Mission, and Goals. Staff at All Souls, with a particular emphasis on the professional level, shall reflect the multiracial and multicultural commitment of the Church. Accordingly, the Executive Team shall not:

Cause or allow working conditions that are unfair, unsafe, unhealthy, or unprofessional.

- **Interpretation:** The Executive Team interprets this Goal to include physical, emotional, and psychological safety. The operations of the church will ensure a safe working environment for staff and the building will be maintained in a manner that does not threaten the health of the staff. The relational work environment will encourage open and safe dialogue among staff members and with the Executive Team, and will honor the respect, dignity and worth of all staff.
- **Date Interpretation Accepted by Board:** October 2022
- **Evidence of Compliance:** In January 2023, the ET closed off the Spirit Room and Theater Room for use by Religious Education students and families. This was done out of an

abundance of caution because of the water damage to the room and the potential mold exposure. The facilities staff is regularly mitigating the development of mold by spraying a solution of bleach and water on the affected areas. Air quality testing that occurred in December 2023 found that airborne mold was within normal range and did not pose a risk. The rooms will remain closed, and air quality testing will be conducted every 30 days until permanent repairs are made to the courtyard.

The relational work with staff is ongoing. The ET and staff have participated two staff retreats: August 2023 and February 2024. The following goals were accomplished during the August retreat:

- Do relational work and have a good time together
- Review/Clarify Roles of Board, ET, and Staff and this transitional year
- Identify some overall themes to help guide our work this year
- Share things we're excited about in our lives and work
- Discuss how we can support each other as individuals and what we need as a staff

The following goals were accomplished during the February retreat:

- Do relational work and have a good time together
- Do some focused learning on helpful practices/skills (like active listening)
- Spend some time on the 8th Principle as a staff
- ARC meeting covering Feb through the end of the year

Finally, in June 2023, the UUA and Board conducted exit interview of departing staff. The ET has reviewed the feedback provided in the interviews and is aligning staff discussions to address the broader concerns raised, such as needed staff relational work and promoting a culture of shared ministry amongst the staff and lay leaders. This is evident through the ET's work with the transformational justice consultants and the Committee on Right Relations; the creation of Core Connections as adult spiritual development curriculum; and staff participation on the 8 Team.

- Compliance Status: In compliance.
- Plan to Bring Church into Compliance: N/A
- Recommendations for Policy Changes: N/A

Withhold from Staff timely, candid, and constructive feedback and positive reinforcement.

- Interpretation: The Executive Team interprets this policy to mean that the work conducted by and among the staff members of All Souls is intended to support the spiritual growth of the congregation as it journeys on the commitment to build Beloved Community. The work performed by the staff, under the supervision of the members of the Executive Team, must be honored. Executive Team communication with staff members about their work on behalf of the church shall be respectful, timely and provide space for dialogue, assistance, and support.
- Date Interpretation Accepted by Board: October 2022
- Evidence of Compliance: At the beginning of the 2023-2024 church year, the ET asked all staff members to establish three goals for their respective areas, and one professional

development goal. The Executive Team meets at least bi-monthly with each person they supervise to discuss ongoing projects, any challenges or concerns regarding professional needs and progress toward their goals. Also, the entire staff meets weekly to discuss items that must be addressed for the ongoing support of worship, programs, and congregational care.

- Compliance Status: In Compliance.
- Plan to Bring Church into Compliance: N/A
- Recommendations for Policy Changes (if any): N/A

Hire Staff members without intentionally searching for candidates who will make the Church's Staff more diverse.

- Interpretation: The Executive Team interprets this Goal to mean that All Souls commitment to a multi-racial, multi-cultural church as framed by the 8th Principle shall be reflected in the diversity of the staff, and that all employees understand and agree to the mission of All Souls Church, Unitarian.

Date Interpretation Accepted by Board: October 2022

Evidence of Compliance: A wide net was cast amongst several job boards in the search for music program and religious education staff. The job posting contained the following text: "All Souls strives to embody diversity, equity, and inclusivity (DEI) commitments in its employment practices, institutional culture, and its relationships within and outside our community. Applicants holding diverse identities and/or life experiences are warmly encouraged to apply."

And the core staff have identified the ways in which their work on behalf of the church is grounded in the 8th Principle, such as: M/C music choices and leadership, Crossing Paths Middle School Curriculum, Core Connections and Antiracism for White Folks, Board training on Inner Work of Racial Justice. Beyond programs, compassion and welcoming are values articulated by the staff that inform our work.

- Compliance Status: In Compliance.
- Plan to Bring Church into Compliance: N/A
- Recommendations for Policy Changes: N/A

Allow Staff—particularly Staff who are Black and Brown—to lack mentoring and professional development opportunities, regardless of background, that will provide them with the tools, resources, and support to excel in their positions.

- Interpretation: The Executive Team interprets this policy to mean that the retention of All Souls Church employees of color, particularly those who are Black and Brown, requires the church to devote resources that will allow them to thrive and feel professionally supported while working in support of an institution that is born of traditionally white Unitarian Universalism.
- Date Interpretation Accepted by Board: October 2022

- Evidence of Compliance: Professional expense budgets are provided to all core staff members. Staff are encouraged to identify and attend professional development trainings.
- Compliance Status: In compliance.
- Plan to Bring Church into Compliance (if applicable): N/A
- Recommendations for Policy Changes (if any): N/A

Deny staff a prompt, safe, and effective conflict resolution process.

- Interpretation: The Executive Team interprets this policy to mean conflict resolution must take into account systemic racism and the ways in which race, cultural differences, and power influence our ability to engage with one another. The Executive Team shall ensure a work environment where opinions are safely and respectfully aired without fear of retaliation. The Executive Team shall ensure that there are clear paths of resolution when staff is in conflict with one or both members of the Executive Team.
- Date Interpretation Accepted by Board: October 2022
- Evidence of Compliance: The ASCU Conflict Resolution policy was revised on 1/11/2023 to include the text of the interpretation of the policy. The policy also states:

6. The non-supervising member of the Executive Team shall report the outcome of the conflict resolution process in their monthly Board Report. Any information that would reveal confidential information shall be omitted from the report.

7. If outside mediation is required, the Executive Director / Supervisor in consultation with the aggrieved parties, may enlist the help of a professional mediator or UUA/UUMA Good Officer. The cost of mediation will be paid for by the church. To avoid conflict of interest, the mediator should be a neutral party who is not a member of, or intimately involved with, All Souls.

The ET is revising language in the Personnel Policy Guide to offer a level of redress to the President of the Board of Trustees and external human resource support.

- Compliance Status: In compliance
- Plan to Bring Church into Compliance: N/A
- Recommendations for Policy Changes (if any): N/A

Fail to issue written personnel policies that cover all personnel matters for Staff and that comply with all laws, protect the Church’s “at will” status, and inform Staff that employment is neither permanent nor guaranteed.

- Interpretation: The Executive Team interprets this policy to mean that All Souls Church personnel policies are clear, easily accessible and complies with the employment laws of the District of Columbia.
- Date Interpretation Accepted by Board: October 2022
- Evidence of Compliance: The All Souls Personnel Policy guide is provided to every employee and is accessible on the ESelfServe site – the timekeeping and personnel platform utilized

by All Souls. The Personnel Policy Guide states that all employees are “at-will” and that All Souls is an equal opportunity employee governed by the laws of the District of Columbia. The personnel manual is currently being updated to reflect new legal requirements and to ensure the policy reflects best practices.

- Compliance Status: In compliance
- Plan to Bring Church into Compliance: N/A
- Recommendations for Policy Changes: N/A

Fail to ensure that the Church’s written personnel policies and procedures are reviewed for compliance with all applicable laws by a qualified third party every 3 years.

- Interpretation: The Executive Team interprets this policy to mean that legal counsel must review personnel policies to ensure the policies comply with updates or changes to the laws of the District of Columbia.
- Date Interpretation Accepted by Board: October 2022
- Evidence of Compliance: The executive director and Trustee Pam Coukos are working together to revise the Personnel Policy Guide to reflect current local and federal labor laws.
- Compliance Status: Not in compliance.
- Plan to Bring Church into Compliance: March 1, 2024.
- Recommendations for Policy Changes: N/A

Fail to regularly review personnel policies to ensure their compliance with the 8th Principle.

- Interpretation: The Executive Team interprets this policy to mean it’s personnel policies must adapt to the needs of its employees and should be evaluated regularly to ensure best and current practices around equity, diversity and inclusion, including supporting people of color, people who identify as LGBTQ+, and people with disabilities.
- Date Interpretation Accepted by Board: October 2022
- Evidence of Compliance: In compliance.
- Compliance Status: There are diverse identities reflected amongst the 21 staff who support the All Soul community. The staff includes individuals with BIPOC, LGBTQ+ and physically disabled identities. The language of “compliance” however, assumes there is an objective and shared standard for what the 8th Principle requires at this time at All Souls. The ET believes the fulsome discussion of “assessment of progress” currently in process by the 8 Team should precede any judgment about adequate or inadequate progress. The adequacy of staff policies might be a later focus of that work. We also believe that The Board apology to the ET in fall 2023 is a sign of work in process.

Revisions to the Personnel Policy Guide include the addition of language on religious, disability and pregnancy accommodations; clarifies language related to discrimination and harassment complaints; and broadens the Equal Employment Opportunity language from local and federal labor law.

- Plan to Bring Church into Compliance: Focus of Developmental Ministry.

- Recommendations for Policy Changes: The experience of the conflict in Spring 2023 demonstrates that the congregation as a whole is out of compliance with the 8th Principle and has significant spiritual development to do in this area. Perhaps Treatment of staff by congregants should be included in a revised interpretation.

Fail to conduct formal performance evaluations on an at least annual basis.

- Interpretation: The Executive Team interprets this policy to mean that honoring the work of every All Souls employee requires that each employee be provided written feedback on their performance toward the goals for the church year.
- Date Interpretation Accepted by Board: October 2022
- Evidence of Compliance: Yearly Reviews of all ministerial, program and administrative salaried staff were conducted in the fourth quarter of 2023. Each member of the staff is required to follow a standard yearly review process in which each are asked questions about work performance. The results are reviewed by the Executive Team and confirmed with staff approval. The yearly reviews are managed and maintained within the church HR management system through ESelfServe.
- Compliance Status: In compliance
- Plan to Bring Church into Compliance: N/A
- Recommendations for Policy Changes: N/A

Establish compensation and benefits that are inconsistent with UUA Salary Recommendations, or, if no comparator exists, with the applicable nonprofit and geographic market for the skills employed.”

- Interpretation: The Executive Team interprets this policy to mean that equitable compensation is essentially to the inherent worth and dignity of All Souls staff, and salaries must be set to address the cost of living in the DC metropolitan area.
- Date Interpretation Accepted by Board: October 2022
- Evidence of Compliance: The approved FY 2024 budget includes salary increases for all staff in conformance with UUA compensation guidelines. Salaries that were already within UUA guidelines received a 3% Cost of Living (COLA) increase, with the exception of the members of the Executive Team.
- Plan to Bring Church into Compliance: In compliance.
- Recommendations for Policy Changes: N/A