

**Report H.108
PERSONNEL SUBCOMMITTEE TO
EXECUTIVE COMMITTEE OF
PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016**

The Presbyterian Mission Agency Board Personnel Subcommittee reports the activities of the Personnel Subcommittee meetings of December 7, 2015, and January 7, 2016 to the Executive Committee:

I. FOR CONSENT:

None

II. FOR ACTION:

The Personnel Subcommittee recommends that the Executive Committee of the Presbyterian Mission Agency Board approve and recommend the following actions to the Presbyterian Mission Agency Board:

- A. Approve changes to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action (“Plan”), which are reflected in the attached draft Plan (Attachment 1) and are shown in the attached chart (Attachment 2), and forward to the 222nd General Assembly as part of a response to referral and report to the General Assembly (strike-throughs denote deletions and underlines denote additions).**
- B. Approve and recommend to the 222nd General Assembly (2016) the following response to 2014 Referral: Item 08-03:**

2014 Referral: Item 08-03. Proposed Revisions to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action. Refer Back to Presbyterian Mission Agency, with the Following Comment: Consult with the Advocacy Committee for Racial Ethnic Concerns (ACREC) and the Advocacy Committee for Women’s Concerns (ACWC) and Report to the 222nd General Assembly (2016) —From the Presbyterian Mission Agency (Minutes, 2014, Part I, pp. 14, 40, 476–86; p. 217 of the print copy).

Presbyterian Mission Agency’s General Counsel, Human Resources Director, Director for Policy, Administration and Board Support and Associate for Advocacy Committee Support consulted with ACREC on 10/27/15 and with ACWC on 10/29/15.

The advocacy committees asked questions about the proposed revisions and provided input that was considered and resulted in some further modifications to the proposed revision of The Churchwide Plan for Equal Employment Opportunity and Affirmative Action. An updated version of the proposed revisions to

the Churchwide Plan for Equal Employment Opportunity and Affirmative Action are attached.

- C. Approve and recommend to the 222nd General Assembly (2016) the following response to 2014 Referral: Item 08-07:

2014 Referral: Item 08-07. Fairness in Ministerial Compensation: Incentives and Solidarity, a Response to Two Referrals. Recommendation 1. Request the Presbyterian Mission Agency to Review Churchwide Ministerial Salary Data as Context for Its Review of Presbyterian Mission Agency Salaries—From the Advisory Committee on Social Witness Policy (Minutes, 2014, Part I, pp.14, 41–42, 495–503; p. 222 of the print copy).

Response: Salary ranges of positions within the Presbyterian Mission Agency are reviewed, at a minimum, every two (2) years by analyzing data from comparable religious/faith-based, nonprofit and some for-profit organizations. A review of churchwide ministerial salary data is included in this analysis. One source of this data is the Board of Pensions report on “Clergy Effective Salaries.” A review of churchwide ministerial salary data has been added to the Presbyterian Mission Agency’s compensation philosophy, which is described in the Presbyterian Mission Agency Compensation Program document.

- D. Approve the following revisions to the Personnel Subcommittee Charter (strike-through denotes deletions):

**PRESBYTERIAN MISSION AGENCY BOARD
PERSONNEL SUBCOMMITTEE CHARTER**

DESCRIPTION OF THE SUBCOMMITTEE

The Presbyterian Mission Agency Board (“Board”) approved the creation of the Personnel Subcommittee of the Executive Committee on February 17, 2012. The Personnel Subcommittee, in its role as a mission subcommittee, reviews, provides advice and recommends for action to the Executive Committee of the Board regarding employment-related policies, procedures and initiatives, including but not limited to:

1. personnel policies and procedures of the Board;
2. compensation guidelines within which salaries are administered;
3. equal employment and affirmative action guidelines;
4. recruitment and leadership development;
5. any other responsibilities assigned under the Employee Handbook; and
6. any other employment-related assignment from the Executive Committee or the Board.

AUTHORITY

The Subcommittee's responsibility is one of review, advice and recommended action to the Executive Committee of the Board within the duties of the Subcommittee listed above. The Subcommittee reports to the Executive Committee of the Board, and in such capacity provides regular reports to the Executive Committee. It is the responsibility of the management of the Presbyterian Mission Agency to administer employment-related programs, manage the program budgets and provide any required or requested expertise to the Board and/or the Subcommittee. The Subcommittee is entitled to rely on the expertise of the Presbyterian Mission Agency staff and its outside consultants, as well as the work of other committees of the Board, as to matters within their authority and expertise. The Subcommittee will receive reports from the Human Resources Department and the Legal/Risk Management Services Office of the Presbyterian Mission Agency. ~~The Subcommittee will invite its equivalent committee of the Committee on the Office of the General Assembly to meet biennially to collaborate on matters of common interest.~~

MEMBERSHIP AND MEETINGS

The Personnel Subcommittee consists of five (5) members with voice and vote: two (2) Executive Committee members and three at-large members, and the Executive Director of the Presbyterian Mission Agency a corresponding member with voice and without vote. Each member will serve a term of two (2) years commencing at the next meeting after appointment by the Chair of the Board and expiring the earlier of two (2) years after appointment or the end of the member's term on the Board. Members may serve one additional two-year term. The Subcommittee generally meets quarterly by phone or in conjunction with the meetings of the Board. During these meetings, the Subcommittee provides reports on its activities and may make recommendations for action to the Executive Committee of the Board. The Subcommittee serves as a consultative body to the Executive Director in the Executive Director's staff management role. The Subcommittee is resourced by staff members of the Human Resources Department and the Legal/Risk Management Services Office.

PURPOSES

To further the fulfillment of the vision, mission, values and directional goals of the Presbyterian Mission Agency, the Personnel Subcommittee is called to assist and support the Executive Committee's work and ministry toward ensuring and envisioning a work community for the Presbyterian Mission Agency that is: built

on faith; culturally proficient; legally compliant; dynamic; and appropriately positioned to meet the needs of a changing organization.

III. FOR INFORMATION:

- A. Approved the addition of “A review of churchwide ministerial compensation data is used to provide context for position ranges and employee salaries.” to the Compensation Philosophy section of the Presbyterian Mission Agency Compensation program document.
- B. Approved the Reduction in Force Process and Selection Criteria and forwarded to the January 13, 2016 meeting of the Executive Committee for approval.
- C. Approved the minutes of the meetings of the Personnel Subcommittee held on September 8, 2015 and December 7, 2015.

Josephene D. Stewart, Chair

Proposed Revisions to the ~~Churchwide~~ Presbyterian Church (U.S.A.) Churchwide Plan ~~Plan for~~ Equal Employment Opportunity and Affirmative Action

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~~{Text to be deleted is shown with a strike-through; text to be added is shown as italic.}~~

TOWARD INCLUSIVENESS IN EMPLOYMENT: ~~THE A~~ CHURCHWIDE PRESBYTERIAN CHURCH (U.S.A.) CHURCHWIDE POLICY FOR ~~PLAN~~ POLICY FOR EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION FOR GENERAL ASSEMBLY AGENCIES

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PRESBYTERIAN CHURCH (U.S.A.)

SECTION ONE: POLICY TOWARD INCLUSIVENESS IN EMPLOYMENT

It is the policy of the Presbyterian Church (U.S.A.) to provide equal employment opportunity/affirmative action for all qualified persons; to prohibit discrimination in employment based upon ~~race/ethnicity, color, national origin, gender, age (40 and over), marital status, sexual orientation,~~ gender identity/expression, creed, protected disability status, citizenship status, genetic information, uniformed service or veteran status or religious affiliation (except where religious affiliation is a bona fide occupational qualification), or any other characteristic protected by law ("~~Identified Categories~~ Identified Categories*") ~~racial ethnic group, sex, age, or disability~~; and to correct any existent patterns of discrimination. The realization of inclusiveness in employment is promoted through positive, results-oriented, equal employment opportunity and affirmative action practices.

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~~The General Assembly Council has developed this Churchwide Plan for Equal Employment Opportunity on the basis of its constitutional responsibility "to institute and coordinate a churchwide plan for equal employment opportunity for members of racial ethnic groups, for women, for various age groups, and for persons with disabilities;" (G-13.0201b.) Its administrative provisions and procedures are~~ The Churchwide Presbyterian Church (U.S.A.) Churchwide Policy for Plan for Equal Employment Opportunity and Affirmative Action for General Assembly Agencies is mandatory for the General Assembly and its agencies. Other councils ~~governing bodies~~ are urged to adopt similar provisions and procedures as a means for fulfilling their ~~mandatory constitutional~~ theological and legal responsibilities in this important and sensitive area of the church's life.

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As ~~a~~ responsible Christian employers, ~~s~~ the entities of the associated agencies of the Presbyterian Church (U.S.A.), ~~A Corporation~~ will voluntarily comply with civil laws and regulations related to equal employment opportunity and affirmative action except where this legislation is in clear opposition to denominational policy. ~~The General Assembly Council has articulated this commitment in the Uniform Personnel Policies.~~

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In addition to this ~~Churchwide policy~~ Plan, the Presbyterian Mission Agency ~~General Assembly Council~~ will make available a web site manual for churchwide guidance in the implementation of ~~this~~ the EEO Plan policy. This web site manual will include as a minimum: biblical and theological studies on the theme of equal employment opportunity and affirmative action; forms for use in reporting on pastor search processes, hiring, and work analysis; guidelines for use by committees on ministry, committees on representation, and personnel committees established by sessions, presbyteries, or synods; EEO guidelines for persons with disabilities; EEO guidelines for persons of all ages; a listing of other resources; and a bibliography.

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I. A THEOLOGICAL STATEMENT: GOD'S CALL TO INCLUSIVENESS

We begin with the biblical declaration that God created all that is and declared it to be good. Despite our rebellion and our unwillingness to live in conformity with God's original creation, God has not broken relationships with humanity. People of faith have repeatedly received and accepted the call to live lives characterized by justice and righteousness. In Jesus we see

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the incarnation of God's great plan of reconciliation—a plan that restores broken relationships with God and with God's people. The gospel story is permeated with illustrations of Jesus' reaching out to those who are excluded by the broader community. There is a constant restatement of the Old Testament theme of God's favor, particularly for the poor, the oppressed, and the strangers in the land. To reflect the radical nature of God's inclusiveness, we must work together to ensure access and fairness are accessible to and enjoyed by all. Jesus' love for all is God's love. In Jesus' resurrection the rule of God over all people is announced and inaugurated.

The Presbyterian Church (U.S.A.)'s commitment to equal employment opportunity and affirmative action is an embodiment of its affirmation that God's creative work generates diversity, and God's redeeming work shapes the church into a foretaste of the kingdom of God, where that diversity is gathered in a unity that brings diverse people together, overcoming sin's isolation, division, contempt, and disregard. As a denomination we seek to live out God's call for unity by recognizing that: "The unity of believers in Christ is reflected in the rich diversity of the Church's membership.... There is therefore no place in the life of the Church for discrimination against any person.

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The PCUSA's commitment to equal employment opportunity and affirmative action embodies our affirmation that God's work of creation generates astonishing diversity. God gives creatures the gift of life, in which we are dependent on one another for knowing and experiencing the wholeness, the fullness of life for which God made us. In creating God provides an order which generates stunning diversity of creatures, diversity God observes is "good," indeed, "very good." (Gen. 1:1-2:4a). That same power of creation generates diversity within the human community: diversity of peoples ". . . in their lands, with their own language, by their families, in their nations." (Gen. 10:5, cf.:20, 31). The diversity of these groups within the human community is so important that the achievements of these varied, diverse groups are brought into the New Jerusalem, to be preserved in God's presence eternally: "People will bring into [the New Jerusalem] the glory and honor of the nations." (Rev. 21:21) The church even now lives in the hope of tasting, and being a foretaste of, future glory in which the varied gifts of peoples with differing experiences are valued as deeply as God values them. One way we live this hope is by working to assure diversity in hiring, bringing diverse persons and voices into this denomination's order and structure.

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The PCUSA's commitment to equal employment opportunity and affirmative action also embodies our affirmation that God's redeeming work overcomes the power of sin at work in us, both as we are part of social systems and groups, and as individuals. Sin sets us against one another, turning us against other people, feeding divisiveness, hostility, contempt, and disregard for others. (1 Cor. 1:10-17; Confession of 1967, 9.12-14) Sin nurtures a drive to gain advantage by excluding others from our lives, refusing to acknowledge either their standing as God's beloved, or our dependence on one another for knowing and experiencing the fullness of life for which God made us. The forgiveness given to us in and through Jesus Christ by the active power of the Holy Spirit at work within us, strengthens us for life together that embodies the diversity generated by God's creative power, and empowers us to live in ways that embody the unity that brings the diverse together in wholeness and reconciliation. (Eph. 3:14-21; the Confession of Belhar, 2). One way we do so is by steadfastly working to assure diversity in hiring, responsive to Jesus Christ's call to love one another, as Christ loves us.

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The church's involvement in equal employment opportunity and affirmative action is central to the gospel's incarnation in the community of faith. While governmental units may approach their responsibilities in this area from legalistic interpretations of what the Constitution of the United States of America requires, the Presbyterian Church (U.S.A.) approaches the subject in gratitude for Jesus' compelling vision of the inclusiveness of God's love. That love allows us to cross-existent sociological and psychological barriers so as to order our life together in the church in a way that contains no barriers of our own making. As a denomination we seek to live out God's call for unity by recognizing that: "The unity of believers in Christ is reflected in the rich diversity of the Church's membership.... There is therefore no place in the life of the Church for discrimination against any person." "being "open to all persons and to the varieties of talents and gifts of God's people" (G 4.0402, F 1.0403)

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~~The foundation for this commitment is our acceptance of the Word of God as central to our life of faith and action, and our willingness to be guided by the Holy Spirit speaking through Scripture as we seek to be inclusive in our employment practices. Hiring procedures within the church must be established within the context of our faithfulness to God's will for all of humanity.~~

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~~We begin with the biblical declaration that God created all that is and declared it to be good. Despite our rebellion and our unwillingness to live in conformity with God's original creation, God has not broken relationships with humanity. Men and women of faith have repeatedly received and accepted the call to live lives characterized by justice and righteousness. In Jesus we see the incarnation of God's great plan of reconciliation—a plan that restores broken relationships with God and with God's people. The gospel story is permeated with illustrations of Jesus' reaching out to those who are excluded by the broader community. There is a constant restatement of the Old Testament theme of God's favor, particularly for the poor, the oppressed, and the strangers in the land. To reflect the radical nature of God's inclusiveness, it is imperative that we live as one with those who are excluded. Jesus' love for all is God's love. In Jesus' resurrection the rule of God over all people is announced and inaugurated.~~

~~It is our belief that our life together as Presbyterians, manifested through our employment policies and practices, bears witness to our commitment to do God's will. Accomplishing such a mission in today's world requires, as a first step, the elimination of discriminatory practices in the church. The time is upon us when we can and shall demonstrate that Christ's promises of reconciliation, justice, and love are true.~~

II. GOVERNING BODY/COUNCIL RESPONSIBILITIES

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The Constitution of the Presbyterian Church (U.S.A.) gives repeated instructions to the ~~governing bodies~~ councils of the church regarding the nature of its intended inclusiveness and the implementation and maintenance of an equal employment opportunity and affirmative action plan. For example:

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~~"The unity of believers in Christ is reflected in the rich diversity of the Church's membership. In Christ, by the power of the Spirit, God unites persons through baptism regardless of race, ethnicity, age, sex, disability, geography, or theological conviction. There is therefore no place in the life of the Church for discrimination against any person. The Presbyterian Church (U.S.A.) shall guarantee full participation and representation in its worship, governance, and emerging life to all persons or groups within its membership. No member shall be denied participation or representation for any reason other than those stated in this Constitution." (F-1.0403)~~

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~~"The Presbyterian Church (U.S.A.) shall give full expression to the rich diversity within its membership and shall provide means which will assure a greater inclusiveness leading to wholeness in its emerging life. Persons of all racial ethnic groups, different ages, both sexes, various disabilities, diverse geographical areas, and different theological positions consistent with the Reformed tradition shall be guaranteed full participation and access to representation in the decision-making of the church (G-9.0104ff.)." (G-4.0403.)~~

~~The councils of the church shall give full expression to the rich diversity of the church's membership and shall provide for full participation and access to representation in decision-making and employment practices (F-1.0403). In fulfilling this commitment, councils shall give due consideration to both the gifts and requirements for ministry (G- 2.0104) and the right of people in congregations and councils to elect their officers (F- 3.0106).~~

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Each council shall develop procedures and mechanisms for promoting and reviewing that body's implementation of the church's commitment to inclusiveness and representation. (G-3.0103)

~~Section G-9.0104 reads: "Governing bodies of the church shall be responsible for implementing the church's commitment to inclusiveness and participation as stated in G-4.0403. All governing bodies shall work to become more open and inclusive and to correct patterns of discrimination on the basis of race, sex, age, or disability."~~

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~~"In implementing this commitment, consideration should be given to the gifts and requirements for ministry (G-6.0106) in persons elected or appointed to particular offices or tasks, and to the right of the people to elect their officers (G-6.0107)."~~
~~In addition to these instructions to all governing bodies, the Constitution assigns specific responsibilities to certain groups. For example:~~

A. Committees on Representation

The Book of Order (G-3.0103) states: "Councils above the session shall establish by their own rule committees on representation to fulfill the following functions: to advise the council regarding the implementation of principles of unity and diversity, to advocate for diversity in leadership, and to consult with the council on the employment of personnel, in accordance with the principles of unity and diversity in F-1.0403. A committee on representation should not be merged with another committee or made a subcommittee of another committee."

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~~The Book of Order (G-9.0105) requires the establishment of committees on representation by each governing body above the session and states that: "The committee on representation shall advise the governing body on the employment of personnel, in accordance with the principles of participation and representation (G-4.0403), and in conformity with a churchwide plan for equal employment opportunity (G-13.0201b)."~~

B. The General Assembly and Its Agencies

It is the responsibility of the General Assembly to endorse and review periodically, upon recommendation of the Presbyterian Mission Agency ~~General Assembly Council~~, this policy: "Toward Inclusiveness in Employment: A Churchwide Presbyterian Church (U.S.A.) Plan Policy for Equal Employment Opportunity and Affirmative Action for General Assembly Agencies." It shall be the responsibility of the Office of the Stated Clerk to ~~publish~~ distribute the document to all employing units agencies of the General Assembly, ~~mid councils~~ middle governing bodies, and General Assembly related schools and theological institutions. ~~Each agency of the The General Assembly is responsible~~ Council has the responsibility for the overall administration and coordination of ~~the Churchwide the Plan~~ Policy within its respective agency. Representatives of the six agencies will meet biennially to discuss the need for changes to the Plan Policy. The Presbyterian Mission Agency will also consult biennially with the General Assembly Committee on Representation regarding the need for changes to the Plan Policy. If changes are to be recommended, the Presbyterian Mission Agency—after consultation with the Advocacy Committee for Women's Concerns, the Advocacy Committee for Racial Ethnic Concerns, and the General Assembly Committee on Representation—will present the proposed changes to the General Assembly for review and approval.

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~~Section G-11.0504 states that "the presbytery's committee on ministry may look to synod and General Assembly for information and assistance in the matter of ministers and pastoral relations." In support of this provision "the General Assembly shall create the necessary agency to facilitate and support the work of the presbyteries and the synods in this matter."~~

C. Mid Councils

Synods and Presbyteries

G-3.0110 states: "Councils higher than the session may employ such staff as is required by the mission of the body in accordance with the principles of unity in diversity (F-1.0403). Councils may, in consultation with the next higher council, share staff as required by the mission of the body. A council shall make provision in its manual of administrative operations (G-3.0106) for the process of electing executive staff and the hiring of other staff, the description of the responsibilities of the positions, the method of performance review, and the manner of termination of employment. (G-3.0104)"

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~~Section G-9.0704 states that "administrative positions in all governing bodies above the sessions shall be filled in accordance with the principles of participation and representation found in G-9.0104."~~

D. Ministry Committees

The Book of Order places responsibility for the implementation of equal employment opportunity and affirmative action practice in the call of ministers and the employment of candidates with the presbyteries. "The councils of the church shall give full expression to the rich diversity of the church's membership and shall provide for full participation and access to representation in decision-making and employment practices (F-1.0403)."(G-3.0103). "To facilitate the presbytery's oversight of inquirers and candidates, reception and oversight of teaching elder members, approval of calls for pastoral services and invitations for temporary pastoral services, oversight of congregations without pastors, dissolution of relationships, dismissal of members, and its close relationship with both member congregations and teaching elders, it may delegate its authority to designated entities within the presbytery. Such entities shall be composed of ruling elders and teaching elders in approximately equal numbers, bearing in mind the principles of unity in diversity in F-1.0403. All actions carried out as a result of delegated authority must be reported to the presbytery at its next regular meeting."(G-3.0307). "According to the process of the presbytery and prior to making its report to the congregation, the pastor nominating committee shall receive and consider the presbytery's counsel on the merits, suitability, and availability of those considered for the call."(G-2.0803).

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~~Section G-II.0504 states that the committee on ministry of the presbyteries "may look to synod and the General Assembly for information and assistance in the matter of ministers and pastoral relations." In support of this provision "synods shall create the necessary agency to coordinate the work of presbytery committees."~~

D. Committees on Ministry

~~The Book of Order (G-II.05021) places responsibility for the implementation of equal employment opportunity practice in the call of ministers and the employment of candidates with the committee on ministry as follows: "It shall provide for the implementation of equal employment opportunity for ministers and candidates without regard to race, ethnic origin, sex, age or marital status. In the case of each call, it shall report to the presbytery the steps in this implementation taken by the calling group." (G-II.0502f.)~~

III. IMPLEMENTATION OF A ~~PROGRAM~~ POLICY FOR EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION

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Each council ~~governing body~~ and church-related institution or service organization is encouraged to develop its own plan ~~policy implementation plan~~ for administering its commitment to equal employment opportunity and affirmative action using this Policy and Plan as a model. The ~~plans~~ policies of the six agencies are offered as a model for parallel structures in councils, church-related institutions, and service organizations. ~~This Implementation Plan for the General Assembly is offered as a model for parallel structures in other governing bodies, church-related institutions, and service organizations. All such plans optimally include, but are not limited to the following elements.~~ Councils which implement such plans should consider including the following elements:

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1. — Equal employment opportunity and affirmative action goals and objectives, which are continuously updated and reviewed.

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• — Personnel policies, practices, and procedures, which as a minimum will include:

2. —

• — Involvement of persons from the ~~Identified Categories~~ Identified Categories* identified groups in search and recruitment procedures;

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- Search and recruitment procedures to locate and consider for employment persons regardless of their inclusion in the ~~Identified Categories~~ Identified Categories* ~~race, sex, age, or disability;~~
- Selection, promotion, and upgrading procedures and career development activities to preclude and to correct patterns of discrimination on the basis of their inclusions in the ~~Identified Categories~~ Identified Categories* ~~that disproportionately screen out individuals.~~
- ~~race, sex, age, or disability;~~
- ~~Career development activities without regard to race, sex, age, or disability;~~
- ~~Development of realistic position descriptions based upon job-related qualifications and standards to insure that the description does not contain qualifications or selection criteria based on inclusions in an Identified Category~~ ~~race, sex, age, or disability that disproportionately screen out individuals;~~
- ~~Public advertisement of openings in selected media and contact of specific agencies, organizations, and associations;~~
- 3. Annual workforce review and analysis to determine:
 - a. if (a) patterns of discrimination exist and (b) if the hiring practices are bringing the church to a greater level of inclusiveness; and
 - b. Identification of the point of accountability and responsibility for the implementation and continuous review of the equal employment opportunity and affirmative action program.
- 2. ~~Commitment as a purchaser to contract or purchase goods and services whenever possible from businesses that have committed themselves to the goal of equal employment opportunity and which are willing to cooperate with Project Equality, Incorporated. Such cooperation includes utilizing the Project Equality process so that whenever a reasonable choice exists validated meeting facilities are used and suppliers listed in the Buyers Guide and Supplements are selected.~~
- 3.4. Commitment as an investor, to invest whenever possible in businesses that are committed to equal employment opportunity and affirmative action.

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In addition to the elements listed above, the following are listed for guidance:

1. Mid Councils ~~Synods and Presbyteries~~

While not obligated under this policy, in implementing their responsibilities in relationship to the filling of administrative staff positions (~~GG-9.0104~~ GG-3.0103), ~~synods and presbyteries,~~ mid councils are urged to develop and establish implement and model equal employment opportunity and affirmative action policies ~~and implementation plans~~ based upon the following:

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- 1. Recruiting, hiring, calling, training, and promoting persons within all job classifications without regard to inclusion in an Identified Category ~~*racial ethnic group, sex, age, or disability;~~
- 2. Ensuring that all other personnel policies and practices such as compensation, benefits, transfers, leaves of absence, performance evaluations, reduction in force and return to service, educational opportunities, tuition assistance, and termination are administered in accord with equal employment opportunity and affirmative action policies;
- 3. Annually collecting and reviewing employment data and conducting analyses, reporting their findings to the next higher ~~governing body~~ council, and taking such corrective actions as are necessary under their own equal employment opportunity and affirmative action commitments.

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The ~~governing body~~ mid council's manual of administrative operations should include its equal employment opportunity and affirmative action implementation ~~policy~~ plan and the procedures by which employment data will be gathered for review by the next higher ~~council~~ governing body.

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In consulting with presbyteries regarding the election of ~~an executive presbyter~~ a presbytery leader ((G-9.0701-G-3.0110) and in developing guidelines for personnel reviews, synods are encouraged to review routinely the inclusiveness of election processes and the incumbents' fulfillment of their overall responsibilities to initiate and carry out the provisions of the churchwide ~~policy~~ for equal employment opportunity ~~and affirmative action~~. Synods shall be similarly reviewed by the General Assembly. Neglect by ~~executive presbyters~~ mid council leaders in carrying out such responsibilities should be grounds for dismissal.

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B. Congregations

The witness of congregations is the basis for all other expressions of the church's life. Each congregation is urged to implement its procedures of calling, recruiting, hiring, and promoting for all job classifications without regard to a candidate's being a member of one or more ~~Identified Categories~~ Identified Categories* ~~racial-ethnic group, sex, age, or disability~~. Each congregation is urged in all phases of employment, for all job classifications, to follow the equal employment ~~opportunity~~ opportunity and affirmative action program of its presbytery. These commitments to equality should include but not be limited to compensation, benefits, leaves of absence, performance evaluations, reduction in force and return to service, continuing education opportunities, and termination.

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C. Church-Related Institutions

Church-related institutions including schools, theological institutions, and service organizations are ~~encouraged~~ urged to develop and establish equal employment opportunity ~~and affirmative action~~ policies and implementation plans based upon the following:

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1. Recruiting, hiring, calling, training, and promoting persons within all job classifications without regard to ~~inclusion in an Identified Category~~ racial-ethnic group, sex, age, or disability.
2. Ensuring that all other personnel policies and practices such as compensation, benefits, transfers, leaves of absence, performance evaluations, reduction in force and return to service, educational opportunities, tuition assistance, termination, and any others are administered in accordance with equal employment opportunity and affirmative action policies.
3. Annually collecting and reviewing employment data and conducting analyses of all personnel policies and practices, ~~reporting to the appropriate General Assembly agency~~, and making such corrective actions as are necessary under their equal employment opportunity and affirmative action commitments.

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IV. CONCLUSION

Motivated by the gospel and not by law, we seek to improve our record of hiring not only on the General Assembly level, but also in congregations, ~~presbyteries, and synods~~ and mid councils. In Luke 13 Jesus says ~~men and women~~ people will come from east and west, and from north and south, and sit at table in the realm of God. The ~~time has come for the~~ Presbyterian Church (U.S.A.) ~~is called to~~ called to model this joyful feast and to reflect inclusiveness in all areas of its life. No longer shall ~~we~~ be a pale reflection of secular society, but a beacon of light showing by our unity and our diversity that all are one in Christ.

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SECTION TWO: PLAN TOWARD INCLUSIVENESS IN EMPLOYMENT:

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Identified Categories* - for purposes of this Policy, the Identified Categories include: race/ethnicity, color, national origin, gender, age (40 and over), marital status, sexual orientation, gender identity/expression, creed, protected disability status, citizenship status, genetic information, uniformed service or veteran status or religious affiliation (except where religious affiliation is a bona fide occupational qualification), or any other characteristic protected by law.

~~A-CHURCHWIDE PRESBYTERIAN CHURCH (U.S.A.) IMPLEMENTATION PLAN FOR EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION OF THE GENERAL ASSEMBLY AGENCIES~~ **EQUAL EMPLOYMENT OPPORTUNITY AND AFFIRMATIVE ACTION**

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~~PRESBYTERIAN CHURCH (U.S.A.) THE GENERAL ASSEMBLY LEVEL~~

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In implementing the policies established by "Toward Inclusiveness in Employment: A Churchwide ~~Plan~~ Policy for Equal Employment Opportunity and Affirmative Action of the General Assembly Agencies" the following procedures and responsibilities are assigned to the indicated units of the General Assembly.

I. RESPONSIBILITIES OF THE GENERAL ASSEMBLY'S COMMITTEE ON REPRESENTATION

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~~The responsibilities of the General Assembly Committee on Representation are outlined in the Organization for Mission (IV.C.5.b) and the Book of Order, and include participation in any review of the Churchwide Policy Plan for Equal Employment Opportunity and Affirmative Action of the General Assembly Agencies. (See section One (II)(A)) ~~The General Assembly's Committee on Representation, in consultation with the General Assembly Council, shall develop and establish guidelines for use by Committees on Representation in providing advice to the governing bodies in the area of employment. (G-9.0105.)~~~~

~~II. RESPONSIBILITIES OF THE GENERAL ASSEMBLY COUNCIL AGENCIES~~

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~~In addition to its their responsibilities as an employing unit employers, the General Assembly Council Agencies has have a leadership role in coordinating the churchwide plan. These responsibilities include the components delineated below:~~

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~~A. Oversight of Equal Employment Opportunity Implementation.~~

~~Each General Assembly Council agency shall:~~

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~~(a) develop and implement an overall plan for coordinating the equal employment activities of the General Assembly Level within their agency;~~

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~~(b) share a copy of that plan to be in the files of the General Assembly Committee on Representation; and~~

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~~(b) recommend report periodically to the General Assembly: (1) equal employment opportunity goals; (2) annual summaries prepared by the General Assembly Council encompassing, but not limited to the their equal employment opportunity performance of the agencies of the General Assembly, related schools, theological institutions, and synods; and (3) proposed corrective action when necessary.~~

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~~(d) participate in periodic consultation with the General Assembly Committee on Representation who will recommend equal employment opportunity goals to the General Assembly.~~

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II. RESPONSIBILITIES OF THE GENERAL ASSEMBLY AGENCIES

In addition to their responsibilities as employers, General Assembly Agencies have a leadership role in coordinating the Agencies plans. These responsibilities include the components delineated below:

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A. Designation of an Equal Employment Opportunity and Affirmative Action Officer

Each agency of the General Assembly shall designate an equal employment opportunity officer who shall be responsible for the implementation and management of the unit's agency's equal employment opportunity and affirmative action program.

B. Oversight of Equal Employment Opportunity and Affirmative Action Implementation.

Each General Assembly agency shall:

(a) develop and implement an overall plan for coordinating equal employment and affirmative action activities within their agency

(i) in support of the church's commitment to inclusiveness and participation, as stated in F-1.0403 of the Book of Order, and

(ii) provide for full participation and access to representation in decision-making and employment practices as stated in G-3.0103; and

(iii) ensure that all personnel guidelines, policies, procedures and practices are implemented in accordance with the church's policy on equal employment and affirmative action; and

(iv) initiate special actions required to "provide for full participation and access to representation in decision-making and employment practices (G-3.0103); and

All agencies are encouraged to use their respective Cultural Proficiency Six Year Plan as an implementation plan.

(b) share a copy of that plan with the General Assembly Committee on Representation;

(c) report periodically to the General Assembly: (1) annual summaries encompassing, but not limited to their equal employment opportunity affirmative action performance; and (2) proposed corrective action when necessary.

(d) participate in periodic consultation with the applicable advocacy committees and the General Assembly Committee on Representation who will recommend equal employment opportunity goals to the General Assembly.

C. Operational Implementation

Each agency shall:

- 1. Disseminate the General Assembly equal employment opportunity and affirmative action policy statement to all employees and include it in all appropriate General Assembly-level manuals of operations and employee handouts as well as post it on employee bulletin boards and include it in employee orientations;**
- 2. Include each new hire and employees at the supervisory level and above in an annual training program; and**

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3. Advise prospective employees of the church's equal employment opportunity and affirmative action policy through advertisements, publications, and other public statements

D. Celebration of Progress

Each General Assembly agency shall encourage implementation of General Assembly directives and the celebration of progress in equal employment opportunity and affirmative action.

E. Resolution of Discrimination Grievances

Each General Assembly agency shall include in its uniform personnel policies provisions for handling equal employment opportunity and affirmative action grievances and for the review of allegations of employment discrimination.

F. Operational Implementation

1. PURCHASING

Each General Assembly agency shall communicate a commitment to supplier diversity to all staff and instruct its purchasing agents to notify all subcontractors, vendors, and suppliers of goods and services of the church's equal employment opportunity and affirmative action policy asking them to share a copy of their equal employment opportunity and affirmative action policy with the agency.

2. DISSEMINATION

A website shall be developed and curated by the Presbyterian Mission Agency, in cooperation with the General Assembly Committee on Representation on the subject of full participation and equal employment opportunity and affirmative action.

B. Support and Advocacy

~~The General Assembly Council shall encourage the development of support and advocacy groups for those who have been affected by past discrimination.~~

C. Celebration of Progress

~~The Each General Assembly Council agency shall encourage the celebration of progress in equal employment opportunity.~~

D. Consultation with Employing Units

~~The General Assembly Council shall ensure consultation with all agencies, councils, boards, commissions, and committees of the General Assembly (hereafter referred to as employing units) regarding their designation of an equal employment officer; implementation of personnel procedures and policies; and equal employment opportunity plans; dissemination of policies to employees; and appropriate corrective action.~~

E. Consultation with Synods

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Following consultation with synods regarding the election of an executive (G-9.070.1) the General Assembly Council shall provide an evaluation of the inclusiveness of this process to the next General Assembly.

F. Participation in the Review of Chief Administrative Officers

General Assembly Council participation in the annual review of work of the chief administrative officer of each hiring unit of the General Assembly shall include provision to the hiring unit of an analysis of the unit's equal employment opportunity performance.

G. Guidelines for the Employment of Persons in the Identified Groups

The General Assembly Council shall publish and disseminate guidelines for the employment of women, racial ethnic persons, persons with disabilities and persons of various ages. (G-9.0104.)

H.C. Resolution of Discrimination Grievances

The Each General Assembly Council agency shall include in its uniform personnel policies provisions for handling equal employment opportunity grievances and for the review of allegations of employment discrimination.

I.D. Operational Implementation

1. PURCHASING

The Each General Assembly Council agency shall instruct its purchasing agents of the denomination to notify all subcontractors, vendors, and suppliers of goods and services of the church's equal employment opportunity policy asking them to share a copy of their equal employment opportunity policy with the church agency. Copies of these policies shall be forwarded to the General Assembly Council by the purchasing agents for review and filing. Review and comment on these vendor plans will be included in the annual report of the General Assembly Council to the General Assembly.

2. DISSEMINATION

A brochure website shall be prepared developed and curated by the General Assembly Council Presbyterian Mission Agency, in cooperation with the General Assembly Committee on Representation on the subject of full participation and equal employment opportunity which will be used by all employing units and institutions of the General Assembly and governing bodies of the church.

III. RESPONSIBILITIES OF CHIEF ADMINISTRATIVE OFFICERS

The chief administrative officer of each agency employing unit of the General Assembly shall be responsible for the agency's unit's implementation and administration of the equal opportunity policies as adopted by the General Assembly and shall ensure that the agency's unit's administrative manuals include guidelines and procedures for the implementation of these policies at the unit level and with other governing bodies served by them. Neglect of this responsibility shall be grounds for dismissal.

The Executive Director of the General Assembly Council shall be the principal equal employment opportunity officer for the General Assembly.

IV. RESPONSIBILITIES OF EMPLOYING UNITS GENERAL ASSEMBLY AGENCIES

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A. Designation of an Equal Employment Opportunity Officer

Each agency employing unit of the General Assembly shall designate an equal employment opportunity officer who shall be responsible for the implementation and management of the unit's agency's equal employment opportunity program.

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B. Development of Policies and Implementation Plans

In consultation with the General Assembly Council each ~~Each~~ agency employing unit shall:

1. Ensure that all personnel guidelines, policies, procedures and practices are implemented in accordance with the church's policy on equal employment opportunity;
2. Initiate special actions required to "provide for full participation and access to representation in decision-making and employment practices to correct patterns of discrimination on the basis of race, sex, age or disability" (G-9.0104, G-3.0103); and
3. Develop an equal employment opportunity implementation plan in support of the church's commitment to inclusiveness and participation, as stated in F-1.0403-G-4.0403 of the Book of Order, and provide for full participation and access to representation in decision-making and employment practices correct any existing patterns of discrimination on the basis of race, sex, age, or disability also stated in G-9.0104, G-3.0103. Each unit's agency's implementation plan shall be approved and maintained in the official files of both the General Assembly Committee on Representation and the agency General Assembly Council.

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C. Operational Implementation

Each agency employing unit shall:

1. Disseminate the General Assembly equal employment opportunity policy statement to all employees and include it in all appropriate General Assembly level manuals of operations and employee handouts as well as post-it on employee bulletin boards and include it in employee orientations;
2. Include each new employee at the supervisory level and above in an orientation and training program designed in conjunction with the General Assembly Council's appropriate staff person; and
3. Advise prospective employees of the church's equal employment opportunity policies through advertisements, publications, and other public statements.

V. RESPONSIBILITIES OF SPECIFIC AGENCIES

The responsible General Assembly agency or agencies shall:

1. Develop equal employment opportunity performance guidelines for the annual performance review and evaluation of synod executives and executive presbyters as prescribed by the Uniform Personnel Policies (16.00). (Examination of the executive's initiative in carrying out the provisions of the churchwide plan for equal employment opportunity should be included in the annual performance review process); and
2. Report to the General Assembly Council on the equal employment opportunity performance of synods, presbyteries, and related schools and theological institutions.

VI. HIRING PROCEDURES

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The search for and recruitment of persons from ~~racial-ethnic groups, persons of all ages, persons with disabilities, and women~~ the ~~Identified Categories~~ Identified Categories* is critical to the implementation of an effective equal employment opportunity and affirmative action plan. An effective program of search and recruitment shall include at least the following:

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1. Recognizing that involvement of persons from the ~~identified groups~~ Identified Categories Identified Categories* in the search and recruitment process is necessary;
2. Identifying resources ~~to reach related individuals from various to the identified groups~~ Identified Categories Identified Categories* that will yield ~~positive results~~ more applicants for job openings, e.g., electronic media, newspapers, networks, caucuses, educational institutions, and employment agencies; and
3. Utilizing the internal employment resources of the Presbyterian Church (U.S.A.).

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Position descriptions should be kept current through review and alteration whenever significant change(s) in responsibilities are evident. Ample opportunity shall be given for the employee to participate fully in the process of suggesting changes in the position description. Modifications made to position descriptions must be submitted for refactoring. ~~Position descriptions for all vacant positions authorized for filling will be prepared as outlined in the "Personnel Policies for Agencies and Guidelines for Governing Bodies," paragraph 09.04 and 09.05.~~ The position description shall be examined carefully to determine what functional and personal qualifications as to educational attainment, skills, physical ability (e.g. able to lift ten pounds), experience, knowledge, characteristics, etc., are actually required by the position so that qualification factors that discriminate against ~~racial-ethnic~~ persons in the ~~Identified Categories~~ Identified Categories*, ~~various age groups, women, or persons with disabilities~~ are eliminated.

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VII.VI. EVALUATION. REVIEW AND ANALYSIS

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~~Evaluation, review, and analysis are essential components of any effective equal employment opportunity implementation plan. The General Assembly Council shall include detailed churchwide data and analyses in its report to the General Assembly. Such data will be secured from each employing unit of the General Assembly, each governing body above the session (presbytery reports are forwarded by the appropriate synod), and General Assembly related schools and theological institutions. Each General Assembly agency such entity is expected to conduct an annual evaluation of its workforce to determine the status of its performance in actualizing the denomination's commitment to inclusiveness as outlined in G-9.0104, G-3.0103, according to timelines and procedures developed in consultation with the General Assembly Council or by the General Assembly appropriate governing body and with the corresponding General Assembly Committee on Representation.~~

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The annual evaluation will indicate whether numerical goals and timetables to correct patterns of discrimination are necessary, and if they ~~are~~ are what these goals and timetables should be. It is expected that each agency employing unit of the General Assembly will define its equal employment opportunity/affirmative action problems or needs by first examining the numbers and levels at which it employs members of the identified groups. Members include racial ethnic groups, women, persons of all ages, and disability ~~(see G-13.0201 b)~~. Results of the annual work force review and analysis will be forwarded to the General Assembly Council.

This work force analysis encompasses four components: (1) employment analysis, (2) recruitment analysis, (3) utilization analysis, and (4) goals and objectives.

GLOSSARY

Affirmative Action - any measure, beyond simple termination of a discriminatory practice, that permits the consideration of race/ethnicity, national origin, sex, or disability, along with other criteria, and which is adopted to provide opportunities to a

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class of qualified individuals who have either historically or actually been denied those opportunities and/or to prevent the recurrence of discrimination in the future.

~~Chief Administrative Officer~~ the "chief executive" of each GA agency, synod, or presbytery. By virtue of office this person is responsible for administering EEO and is held accountable for implementation in each annual performance review.

Consult or Consultation - the receiving of information or opinion in order to assure that views and interests of others are known.

Disability - a mental or physical impairment that substantially limits one or more of such person's major life activities.

~~Discriminate~~ Discrimination - to deny equal opportunity treatment in any phase of employment because a person is a member of one of the ~~Identified Categories~~ Identified Categories*, on the basis of race, sex, age, or disability. ~~Marital status is an additional protected group in the calling of pastors, while disability is not so included.~~

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Equal Employment Opportunity - the taking of steps necessary to ensure employer neutrality with regard to membership in ~~aan~~ Identified Category* - ~~racial ethnic group, sex, age, or disability.~~

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~~Employment~~ the total relationship of employer and employee including pre-employment, employment, and post-employment.

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~~Exempt Staff~~ the Fair Labor Standards Act provides for nonexempt and exempt positions with respect to overtime. Those persons employed in exempt positions are not paid overtime wages for hours worked either in excess of the normal work schedule or 40 hours a week. Such employees are expected to manage their schedules to provide them with a minimum of one day off each week.

~~Genetic Information~~ the Equal Employment Opportunity Commission defines genetic information as: Genetic information includes information about an individual's genetic tests and the genetic tests of an individual's family members, as well as information about the manifestation of a disease or disorder in an individual's family members (i.e. family medical history). Family medical history is included in the definition of genetic information because it is often used to determine whether someone has an increased risk of getting a disease, disorder, or condition in the future.

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~~Good Faith Efforts~~ the "faithful and sincere" efforts to achieve accepted goals through the implementation of specific steps.

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~~Handicapped~~ a person is handicapped if he or she (1) has a mental or physical impairment that substantially limits one or more of such person's major life activities; (2) has a record of such impairment; or (3) is regarded as having such an impairment.

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~~Identified Groups~~ Categories* - for purposes of this Policy, the ~~Identified Categories~~ Identified Categories include: race/ethnicity, color, national origin, gender, age (40 and over), marital status, sexual orientation, gender identity/expression, creed, protected disability status, citizenship status, genetic information, uniformed service or veteran status or religious affiliation (except where religious affiliation is a bona fide occupational qualification), or any other characteristic protected by law. ~~persons with disabilities, women, persons of all ages, and Blacks, Asians, Hispanics, and Native Americans.~~

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Identified Categories* - for purposes of this Policy, the Identified Categories include: race/ethnicity, color, national origin, gender, age (40 and over), marital status, sexual orientation, gender identity/expression, creed, protected disability status, citizenship status, genetic information, uniformed service or veteran status or religious affiliation (except where religious affiliation is a bona fide occupational qualification), or any other characteristic protected by law.

Job Classification - a grouping of positions according to responsibility or function within a total structure.

~~Nonexempt Staff the Fair Labor Standards Act provides for nonexempt and exempt positions with respect to overtime. Persons employed in nonexempt positions shall be paid overtime wages for hours worked in excess of 40 hours per week.~~

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National Origin - the Equal Employment Opportunity Commission defines national origin discrimination as: National origin discrimination involves treating people (applicants or employees) unfavorably because they are from a particular country or part of the world, because of ethnicity or accent, or because they appear to be of a certain ethnic background (even if they are not).

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Position Description - description of job: its responsibilities (functions to be performed); accountabilities; fit into total organization; personal requirements; experience deemed necessary to perform in position, such as education or previous work.

~~Race/ Racial-Ethnic Group Ethnicity - persons who are members of four specific racial-ethnic groups.~~ The Equal Employment Opportunity Commission recognizes six race and ethnic designations: This term includes additional categories not required by law, but that are recognized by the Presbyterian Church (U.S.A.): Asian (not Hispanic or Latino), Black or African American (Not Hispanic or Latino), Hispanic or Latino, ~~and Native~~ Native American-Indian or Alaska Native (Not Hispanic or Latino), Native Hawaiian or Other Pacific Islander (Not Hispanic or Latino), Middle Eastern North African and White (Not Hispanic or Latino).

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Recruitment - the process of seeking applicants for positions. It can be "passive" or "aggressive" in seeking those who might not apply without special efforts.

~~Underutilization having fewer persons in the identified groups in a particular job classification than would reasonably be expected by their availability in the work force.~~

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Proposed Changes to the Churchwide Plan

This chart lists the proposed changes to the Churchwide Plan for Equal Employment Opportunity and Affirmative Action, which has not been updated or revised since 1994. The initial changes prior to the 221st General Assembly were reviewed and approved by the HR Directors of the Six Agencies and were reviewed with the General Assembly Committee on Representation. Other changes were made after consultation with the Advocacy Committee for Racial Ethnic Concerns and the Advocacy Committee for Women’s Concerns.

The proposed title of the document was revised from Churchwide Plan to Churchwide Policy. The document is divided into two parts: the policy; and the plan to implement it.

The primary changes in the document were: (1) to change the names of entities, such as General Assembly Council to Presbyterian Mission Agency; (2) to reflect changes in the *Book of Order* over a period of 20 years; (3) to reflect changes in the responsibilities of the Mission Agency, which no longer supervises personnel matters for all Agencies of the General Assembly; (4) to reflect changes in the *Organization for Mission*; and (5) to reflect changes in the law.

| SECTION | CHANGE |
|--|--|
| Title of Document – Churchwide Plan for Equal Employment Opportunity and Affirmative Action | The Presbyterian Church (U.S.A.) Churchwide Policy for Equal Employment Opportunity and Affirmative Action for General Assembly Agencies (change made after meeting with ACREC). |
| Throughout the document | Everywhere that the words “equal employment opportunity” were found, the words “and affirmative action” have been added (change made after meeting with ACREC). |
| Section One | Was retitled and rewritten as the policy section: Policy Toward Inclusiveness in Employment. |
| Section One, paragraph 1 | The categories of protected persons was increased to include color, national origin, marital status, sexual orientation, gender identity/expression, creed, citizenship status, genetic information, uniformed service, veteran status, religious affiliation, and other characteristics protected by law. This is now consistent with the language in the Mission |

Report H.108
PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Personnel Subcommittee

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| | <p>Agency Employee Handbook. (addition of gender identity/expression made after meetings with ACREC and ACWC).</p> <p>Where the summary term “Identified Categories” (used to summarize the above-listed categories), is found in the document, an asterisk was added and in a footer all categories were listed out (change made after meeting with ACREC).</p> |
| Section One, paragraph 2 | <p>Language from former G-13.0201b deleted. That section was deleted from the <i>Book of Order</i> and PMA no longer has a superintendent role. In 2006 the General Assembly approved a PMA recommendation to discontinue the superintendent role. PMA continues to have the role of approving and monitoring the Churchwide Plan as outlined in the <i>Organization for Mission</i>.</p> <p>Proposed that GA make the Plan mandatory for its Agencies, urged other councils to adopt a similar plan.</p> <p>Governing bodies deleted, now known as councils.</p> |
| Section One, paragraph 3 | <p>Last sentence deleted since PMA is no longer the superintendent of personnel policies and does not issue Uniform Personnel Policies to the other Agencies.</p> |
| Section One, paragraph 4 | <p>Throughout the document, the name of the Mission Agency is changed from General Assembly Council to Presbyterian Mission Agency.</p> <p>Rather than create a paper manual, the decision was made to create a web site with supplemental materials for guidance. This is a “greener” option.</p> |
| Section One(I) | <p>The Theological Statement was completely rewritten and enhanced by Theology, Formation and Evangelism (change made after meeting with ACREC)</p> |
| Section One (II) Title | <p>Changed governing body to council.</p> |
| Section One (II) | <p>Added language and deleted language due to changes in the <i>Book of Order</i>.</p> |
| Section One (II)(A) | <p>Added language and deleted language due to changes in the <i>Book of Order</i>.</p> |

Report H.108
PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Personnel Subcommittee

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| Section One (II)(B) | <p>Added language and deleted language due to changes in the <i>Book of Order</i>. Clarified that responsibility for administering and implementing the Plan at the national level rests with each Agency.</p> <p>Revised Plan so that going forward if changes to the Plan are recommended, the Mission Agency will consult with ACWC, ACREC, and GACOR before it presents the changes to the General Assembly.</p> |
| Section One (II)(C) | <p>Throughout the document changed synods and presbyteries to Mid Councils.</p> <p>Added language and deleted language due to changes in the <i>Book of Order</i>.</p> |
| Section One (II)(D) | <p>Added language and deleted language due to changes in the <i>Book of Order</i>.</p> |
| Section One (III) | <p>Added language and deleted language due to PMA no longer having superintendent role, so policies of six agencies are models for councils to use.</p> <p>Deleted paragraph (c), Project Equality no longer exists.</p> |
| Glossary | <p>Moved to the back of the document.</p> |
| Section Two | <p>Was retitled and rewritten as the plan to implement the policy section: Plan Toward Inclusiveness in Employment.</p> |
| Section Two Title | <p>Changed title to Implementation Plan for General Assembly Level.</p> |
| Section Two(I) | <p>Added language and deleted language based upon the current language in the Organization for Mission.</p> |
| Section Two (II) | <p>Changed title since Mission Agency no longer has superintendent role. Responsibility now rests with each Agency.</p> <p>Consolidated sections II and IV.</p> <p>Clarifies that each Agency will create its own Agency plan for equal employment, based upon the Churchwide Plan. It will share its plan with GACOR and it will periodically report to the General Assembly on the Agency's performance based upon its plan and it will consult with GACOR, which may recommend goals to the General Assembly for each Agency.</p> |

Report H.108
PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Personnel Subcommittee

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| Section Two (II)(A) | Former Section (II)(A) is now Section (II)(B). Current Section (II)(A) was the former Section Two (IV)(A). Since each Agency is responsible to comply with the Churchwide Plan and its own plan, it is also responsible to designate an EEO officer. |
| Section Two (II)(B) | Former Section Two (II)(B) was deleted since support and advocacy groups exist. Current Section Two (II)(B) is a compilation former Section Two (II)(A) and (IV)(B). Describes for each Agency how it shall develop and implement its individual plans. Revised language based upon changes in the <i>Book of Order</i> . Added language to recognize that 6-year plans for cultural proficiency should be part of the implementation plan to achieve the goals of the policy (change made after meeting with ACREC). |
| Section Two (II)(C) | Former Section Two (II)(C) became Section Two (II)(D). Current Section Two (II)(C) was former Section Two (IV)(C). |
| Section Two (II)(D) | Former Section Two (II)(D) was deleted to reflect that Mission Agency no longer has superintendent role. Current Section Two (II)(D) was former Section Two (II)(C). |
| Section Two (II)(E) | Former Section Two (II)(E) was deleted to reflect that Mission Agency no longer has superintendent role. Current Section Two (II)(E) was former Section Two (II)(H). |
| Section Two (II)(F) | Former Section Two (II)(F) was deleted to reflect that Mission Agency no longer has superintendent role. Current Section Two (II)(F) was former Section Two (II)(I). |
| Section Two (II)(G) | Former Section Two (II)(G) was deleted to reflect that Mission Agency no longer has superintendent role and deletion of reference Book of Order section. |
| Section Two (II)(H) | Became current Section Two (II)(E). |
| Section Two (II)(I) | Became current Section Two (II)(F). |

Report H.108
PRESBYTERIAN MISSION AGENCY BOARD
February 3-5, 2016
Personnel Subcommittee

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| Section Two (III) | Executive Director of Mission Agency no longer principal EEO officer for the General Assembly since the Mission Agency no longer has the superintendent role. |
| Section Two (IV)(A) | Was moved and is now Section Two (II)(A). |
| Section Two (IV)(B) | Was moved and is now incorporated into Section Two (II)(B). |
| Section Two (V) | Deleted since all relevant provisions are addressed in Section Two (II). |
| Section Two (VI) | Became current Section Two (V). Language from old Personnel Policies deleted. New language added to reflect Agencies' current practices. |
| Section Two (VII) | Became current Section Two (VI). Language deleted since Mission Agency no longer has superintendent role. Language revised to reflect individual Agency responsibility to evaluate its workforce and comply with inclusiveness language in the <i>Book of Order</i> . |
| Glossary | After proposed changes to the Churchwide Plan were settled upon to be proposed to the PMA Board and the General Assembly, staff reviewed the terms in the glossary. Any terms that were not found in the existing or proposed new language were deleted (ex. Exempt Staff, Nonexempt Staff). New terms were defined (ex. Genetic Information). Race/Ethnicity was revised to include both the PCUSA's recognized categories as well as the EEOC's recognized categories (change made after meeting with ACREC). |