

2.0 MEANS POLICIES (EXECUTIVE LIMITATIONS ON OPERATIONS)

In pursuit of these Ends Policies, the Staff may use all means except those that are illegal, immoral, unwise, imprudent, unsafe, undignified, in conflict with commonly accepted business or ethical practices, or in contravention of our Unitarian Universalist principles.

To guard against the inadvertent use of these unavailable means, the Staff shall follow the practices described in the following sections.

2.1 General Responsibilities

The Senior Minister, as head of the First Parish staff, is responsible for implementing these Means Policies.

2.2 Members, Friends, and Visitors

Conditions, procedures, or decisions shall be safe, respectful, unintrusive, and provide for appropriate confidentiality and privacy with respect to members, friends, and visitors.

These policies shall be followed:

1. Information shall be elicited only for which there is a clear necessity.
2. Methods of collecting, reviewing, transmitting, or storing information shall be used that protect against improper access to that material.
3. Facilities shall be maintained that provide a reasonable level of safety, access, and functionality.
4. Everyone shall be informed of this policy, and for those who inform the Staff that they have not been reasonably accorded their rights under this policy, a process for resolving problems shall be provided.

2.3 Treatment of Staff

Conditions shall be maintained that are non-discriminatory, safe, professional, and respectful with respect to the Staff.

With respect to the Staff, including volunteer staff and committee volunteers, in all matters excepting those pertaining to hiring procedures and compensation:

1. Written personnel policies shall be used that clarify personnel rules for staff, provide for effective handling of problems or complaints, and protect against wrongful conditions such as nepotism and grossly preferential treatment for personal reasons.
2. No staff member shall be discriminated against for expressing dissent.
3. Staff shall be encouraged to apply to the Governing Board when
 - a. Internal problem-solving procedures have been exhausted and
 - b. The staff member alleges either that:
 - Governing Board policy has been violated to his or her detriment, or
 - Governing Board policy does not adequately protect his or her rights.

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4. Staff shall be acquainted with their rights under this policy.

2.4 Financial Activities

With respect to the financial activities, financial condition, and assets of the First Parish in Concord:

1. The financial health and assets of First Parish shall be protected.
2. Material deviation of actual expenditures from the Governing Board’s Annual Strategic Priorities (see Appendix B) or from the budget approved by the Congregation for that fiscal year shall not be allowed.
3. Auditors or others appointed by the Governing Board and/or the Treasurer to oversee the assets and financial condition of First Parish shall be assisted.
4. Financial Means Policies established by the Governing Board (see Appendix A) shall be adhered to.

2.5 Compensation and Benefits

With respect to employment, compensation, and benefits to employees, consultants, contract workers, and volunteers, the fiscal integrity or public image of First Parish shall be protected from jeopardy.

Accordingly, no staff member may:

1. Change his or her own compensation and benefits.
2. Promise or imply permanent or guaranteed First Parish employment.
3. Establish current compensation and benefits so as to cause unpredictable or inequitable situations, including those that:
 - a. Incur unfunded liabilities;
 - b. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage longevity are not prohibited;
 - c. Allow any employee to lose benefits already accrued from any foregoing plan.

2.6 Loss of Head of Staff Services

In order to provide for smooth administration of the affairs of First Parish, the Head of Staff shall designate at least one other staff member at First Parish to maintain familiarity with the Governing Board and Head of Staff issues and functions. This person or persons would temporarily take the place of the Head of Staff in the event of a sudden loss of Head of Staff services.

2.7 Communications and Support to the Governing Board

With respect to communications to the Governing Board, the Head of Staff shall:

1. Submit regular reports required by the Governing Board (see Section 4.0) in a timely, accurate, and understandable fashion, directly addressing provisions of Governing Board policies.

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2. Keep the Governing Board aware of relevant trends, anticipated adverse media coverage, material external and internal changes, particularly changes in the assumptions upon which any Governing Board policy has previously been established.
3. Advise the Governing Board if, in the Head of Staff's opinion, the Governing Board is not in compliance with its own policies on Governing Board Operations and Governing Board–Head of Staff Linkage, particularly in the case of Governing Board behavior that is detrimental to the working relationship between the Governing Board and the Head of Staff.
4. Marshal for the Governing Board as many staff and external points of view, issues, and options as needed for fully-informed Governing Board choices.
5. Provide a mechanism for official Governing Board, officer, or committee communications.
6. Whenever possible, deal with the Governing Board as a whole.
7. Report in a timely manner an actual or anticipated non-compliance with any policy of the Governing Board.

2.8 External Messaging Policy

External messaging that speaks for First Parish in Concord, whether in the form of press releases, banners, signs, public statements, or other forms, must be approved by the Lead Minister or their designee, subject to the following Executive Limitations.

1. All external messaging should be consistent with our mission statement as set forth in Article II of our [Bylaws](#) , and our [FP covenant](#). Messaging should also be consistent with [UUA Values and Covenant](#).
2. Banners and signage hung or placed on church property should respect the sanctity and dignity of the building and grounds. They should be time-limited, with renewal options at the discretion of the Lead Minister or their designee.