

Staffing and Human Resources Task Force Report to the Joint Synagogue Exploratory Committee (JSEC)

April 7, 2021

MEMBERS:

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PURPOSE:

On Wednesday, Jan. 27, 2021, the Staffing and Human Resources Task Force was appointed and charged by JSEC with the objectives below. The original charge document can be found in [Appendix A](#) of this report.

OBJECTIVES:

1. Determine need for professional Jewish staff (Rabbi, Cantor? Educator? Programmer?) What is essential and what might we work toward?
2. Determine administrative and maintenance personnel needs.
3. Determine Rayner Center needs.
4. Determine High Holiday needs.

PROCESS:

At the Task Force's initial meeting, we developed a research strategy to generate the information necessary to address the objectives as thoughtfully as we could. Individual members sought relevant sources, information and data, and reported back to the Task Force for discussion during our periodic meetings. We met four times (Feb. 14, Feb. 28, March 14 and April 4) for approximately 75 minutes each time and refined our efforts throughout the process. The outline below provides the details of our research efforts, sources of information and our deliberations. Our findings and recommendations follow. For ease, we refer to the to-be-named, combined synagogue as Synagogue New.

1. Research

- A. Determined make-up and salaries of current staff at Beth Shalom Synagogue and Congregation B'nai Israel. We have not included that information in this report due to assurances that we would keep the information confidential.

- B. Email from Finance Task Force regarding proposed suggested budget for staffing of Synagogue New, [Appendix B](#).
- C. Article in *Synergy: Innovations and Strategies for Synagogues of Tomorrow*, from the UJA Federation of New York, titled [The Synagogue Executive Director: A Changing Role for Changing Times](#) [2018].
- It states, “The synagogue world is part of a rapidly changing Jewish community landscape and synagogues are not adapting quickly enough...to thrive today, synagogues must:
 - Adapt and be nimble. Congregations and their staff and lay leadership must become proactive change catalysts to meet new challenges and opportunities.
 - Provide high-quality services. Congregations must meet the needs of diverse Jewish communities with trained and skilled professional leadership, sound operations, current technology, and cutting-edge programming.
 - Operate efficiently. Congregations should be effectively managed, use limited resources wisely, review priorities regularly, provide clarity on the roles and responsibilities of staff and lay leaders, and share an understanding of goals and vision.”
 - Also, there is “a shift in focus from programs to engagements, with a greater emphasis on creating deep relationships.”
 - And “there is a need for... synagogue leaders to develop... job descriptions, organizational charts and reporting structures, and titles that make sense. This effort requires clear core functions of the role(s) and the ability(ies) to measure success. The... team members need to be able to understand (individual) priorities, skills, and necessary resources as well as complementary responsibilities of the other team members.”
 - This report contains much information about Job Functions and Job Descriptions.
- D. URJ’s [The Tent](#) website and URJ’s Knowledge Network Team.
- We found many informative Job Descriptions. See Appendices [C](#), [D](#), [E](#) and [F](#)
 - From the Knowledge Network, we learned the URJ average is 550 individuals per one fulltime clergy member and that a 300-family congregation is considered a medium congregation. See [Appendix G](#).
- E. Professional Organizations:
- CCAR – Central Conference of American Rabbis
 - Reviewed the [2019-2020 Study of Rabbinic Compensation](#)
 - NATA – National Association for Temple Administration
 - Conversation with Michael Liepman, Director
 - Reviewed the [2019 Compensation & Benefits Report](#)
 - ACC – American Conference of Cantors
 - Conversation with Cantor Kay Greenwald, Placement Director
 - ARJE – Association of Reform Jewish Educators

- Email correspondence with Alison I. Piper, Executive Assistant & Communications Coordinator
 - Reviewed the [ARJE Placement Kit](#)
 - Hava Nashirah – Annual Songleading and Music Workshop of URJ
 - Website: <https://urj.org/blog/heres-everything-you-can-expect-hava-nashira-2020>
- F. Other Search Locations:
- [Jewishjobs.com](#)
- G. Staff at Similar Congregations:
- [Congregation Gates of Prayer](#), Metairie, LA (approximately 400 families):
 - Senior Rabbi – Conversation and emails with Rabbi David Gerber
 - Assistant Rabbi/Director of Youth and Young Adult Engagement, and Social Action
 - Rabbi Emeritus
 - Executive Director
 - Temple Educator, also maintains website and supervises Livestream worship
 - Cantorial Soloist/Music Director and Director of Family Engagement
 - Executive Assistant
 - Nursery School Director
 - Nursery School Assistant Director
 - Bookkeeper
 - Maintenance Supervisor
 - [Temple Sinai](#), New Orleans, LA (approximately 500-600 families):
 - Rabbi
 - Rabbi Emeritus
 - Cantor
 - Executive Director – Conversation with prior ED Ellen Rae Shalett
 - Director of Education
 - Bookkeeper
 - Custodian
 - [Congregation B’nai Israel](#), Little Rock, AR (approximately 300 families):
 - Rabbi – Conversation with Rabbi Barry Block
 - Director of Administration, Education, and Youth Engagement – Conversation with Eileen Hamilton
 - Administrative Assistant
 - Bookkeeper
 - Custodian
 - Organized Volunteers meet music needs
 - [Congregation B’nai Tikvah](#), Walnut Creek, CA (approximately 300 families):
 - Rabbi/Cantor – Conversation with Rabbi Chabon
 - Director of Membership and Education
 - Executive Director

- Office Coordinator
- Finance Manager
- [Temple Emanuel](#), Winston-Salem, NC (280 members):
 - Rabbi F/T
 - Temple Administrator F/T – Conversation with Cynthia Silber
 - Engagement Coordinator F/T (Also marketing, design, image and website)
 - Cantorial Soloist
 - Religious School Director P/T – 20 hr/wk
 - Preschool Director P/T – also teacher 5 days/wk; 30 hrs/wk
 - Bookkeeper P/T – 3 days/wk 20-25 hr/wk
 - Custodian - employee P/T – 10 hr/wk
 - Custodian - contractor P/T

2. Worksheets

A. Made Job Functions Spreadsheet, See [Appendix H](#):

- Compiled and refined list of Job Functions, and corresponding Staff Positions.
- Notes include suggestions of corresponding Committees for Synagogue New Board to consider:
 - Ritual Committee
 - Education Committee
 - Membership Committee
 - Finance Committee (Board Treasurer)
 - Development Committee
 - Social Action Committee
 - Personnel Committee
 - Facilities Committee
 - Cemeteries Committee
 - Security Committee
 - Rayner Center Committee
- Note: This spreadsheet is not our recommendations, but rather a list of every job we thought might be useful to Synagogue New and what job duties it would entail. It was a brainstorming exercise.

FINDINGS:

1. Many of the qualified individuals who fill the various positions have prior education and/or work experience in areas other than the primary expertise being considered.
2. Many congregations combine job functions in creative ways, depending on the abilities and experiences of the persons filling those positions. Thus, the job of one will affect who we need to recruit for the other positions depending on the expertise/experience of the staff members.
3. It is important to build a team based on the abilities and personalities of the various staff members, whose work can and should complement each other's.

4. It is important to clearly define the responsibilities and expectations of each job position, clearly define the organizational and reporting structures, and make sure all members of the team know theirs and each other's.
5. Staff must be empowered to take appropriate initiative and responsibility to provide support and consistency to lay leadership, so that congregants with a variety of outside obligations can seamlessly participate, and not have to “reinvent the wheel.”
6. We should keep in mind the need for duplicative coverage of imperative job functions when the primary person is unavailable, e.g., clergy needed for a funeral or other life cycle event occurring when the Rabbi is unavailable.

RECOMMENDATIONS:

The Recommendations for Synagogue New Staffing Chart below lists the positions we are recommending. It is a flexible chart, with suggestions for the evolution of the staff over time. Referring to the chart:

- We believe and expect the team of employees will be built over time, with some people and positions to remain as they are currently and transitioned in the future.
- The primary positions that should be hired first are Rabbi and Administrative Director.
- We are calling for an Administrative Director for two reasons. 1) An Executive Director title calls for a larger salary; this is something we can work toward. 2) This job does not have to be staffed by a Jewish person. Administrative Director has a broader reach in our job search than Temple Administrator.
- B’nai Israel has a Religious School Director, and Beth Shalom has a Program Director. We suggest the current costs associated with a future second Rabbi go towards keeping the two current director positions, as well as adding an Administrative Director.
- Costs may be higher during the first year due to two office managers and maintenance of two facilities, but will be lower the second year. Then, in the future, they will go up as we hire a second ordained person (Assistant Rabbi or Cantor) as an Education Director.
- The Rayner Center currently operates on a budget that is determined by the tuition charged to its students and receives no additional funding from the current BSS budget. As such, its staffing is all paid out of its own budget and consists of a Director, Assistant Director, teachers, floaters, etc. While Rayner would report to the Synagogue New Board through the Rayner Advisory Committee, our Task Force sees no reason to otherwise change this during the merger.
- Depending on staffing development, the need for a high holiday cantor at Synagogue New may or may not materialize. If it does, these visiting cantors have historically been funded via extra fund-raising mechanisms. The availability of such personnel for high holiday services is not a limiting factor, and can easily and should be pursued, if needed.
- For the custodian position, especially in the first year of Synagogue New, we recognize that we do not have enough information about the facilities to make an exact recommendation. We have currently assumed it will take some time to create a single campus and that both campuses will need to be cared for in the interim.

Recommendations for Synagogue New Staffing Chart

	1st Year	Approximate Cost	2nd Year	Approximate Cost	In Future	Approximate Cost
Rabbi	Perhaps 1 more year interim (1 Rabbi)	\$150,000	Hire new Rabbi	\$175,000	same	\$175,000
Assistant Rabbi/ Education Director or Cantor/ Educator					*This gives us a 2nd Clergy if 1st is unavailable* Try to hire combination with prior Educational experience.	\$105,000
Administrative Director	Hire an Administrative Director who can coordinate the merging of the synagogues. Someone with excellent experience, who is visionary, and has the ability to take initiative and responsibility, and can work well with a team, and build one. (For example, see ED at Gates of Prayer, Metairie, LA - found on Jewishjobs.com)	\$65,000	same	\$65,000	same	\$65,000
Bookkeeper/Clerical (Part-time)	Keep both part-time office administrators to manage bookkeeping/ clerical during merge	\$65,000	One part-time person	\$25,000	same	\$25,000

	1st Year	Approximate Cost	2nd Year	Approximate Cost	In Future	Approximate Cost
Religious School Director	Keep as currently	\$35,000	same	\$35,000	see above (Assistant Rabbi/ Education Director or Cantor/ Educator)	
Religious School Teachers	Keep as currently	\$12,000	same	\$12,000	same	\$12,000
Director of Programs/ Membership Engagement & Support	Keep as currently	\$45,000	same	\$45,000	same	\$45,000
Custodian (in-house or contract)	Keep both systems while there are two facilities.	\$45,000	One system (in-house or contract)	\$30,000	same	\$30,000
TOTAL		\$417,000		\$387,000		\$457,000
Cantor for High Holy Days		?		?		?
Stipend for Congregational Musicians		\$20,000		\$20,000		\$20,000
Cantorial Soloist			Perhaps hire CS to go along with congregational musicians	\$40,000	same if Assistant Rabbi hired, none if Cantor hired	\$40,000

Appendix A: Task Force Charge Document

JSEC TASK FORCE ON STAFFING

Description:

To study and recommend staffing needs for a combined synagogue with a focus on developing a staffing structure that will inspire members of the community from all generations.

Scope:

The scope of this task force is to study and recommend to JSEC the staffing structure for a new combined synagogue.

Out of scope: It is outside of the scope of this task force to study and make recommendations concerning rabbinic placement.

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Objectives:

1. Determine need for professional Jewish staff (Rabbi, Cantor? Educator? Programmer?) What is essential and what might we work toward?
2. Determine administrative and maintenance personnel needs.
3. Determine Rayner Center needs.
4. Determine High Holiday needs.

Objective	Milestone	Completion Date
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1.	<u>Recommendation to JSEC on professional Jewish staff</u>	
2.	<u>Recommendation to JSEC on administrative and maintenance personnel needs</u>	
3.	<u>Recommendation concerning Rayner Center needs.</u>	
4.	<u>Recommendation concerning high holiday needs.</u>	
5.		

Appendix B: Communication with Finance Task Force

From Mitch Rayner, Co-Chair Finance Task Force:

“We reviewed both Synagogue's combined Expenses and determined approximately \$380,000 per year for staff salaries noted below. The \$380,000 represents the base salary and all benefits including holiday, vacation, sick leave, per diems, CCAR dues, etc for each staff personnel.

Payroll taxes and workers compensation are NOT included in the \$380,000.

The staff personnel included are as follows:

Rabbi

Religious School/Program Director

Religious school teachers

Office Administration

Custodian

The cost associated with the High Holiday Cantor, Security, Choir and Musicians, Professional fees such as Accounting and Technology support are separate and in addition to the above noted staff personnel.”

Appendix C: Job Description 1

From The Tent (URJ)

Job Description: Executive Director (Temple Emanu El, 400 Households)

The Executive Director is the professional employee who manages congregational operations on a day-by-day basis and works closely with the clergy, Temple leadership and other senior and support staff members. The Executive Director has primary responsibility for assuring the economic, physical, and human resources necessary for congregational life. The Executive Director is a member of the professional staff and functions as the Chief Executive/Operating Officer and administers, executes and directs the secular activities of the Temple.

The Executive Director takes direction from and is accountable to the President of the Board of Trustees. The Executive Director is expected to have open lines of communication with the Rabbi and works collaboratively with the Cantor, Education Director, and Preschool Director. The Executive Director has a supervisory role in the areas of finance and facilities as it relates to the Education Director and Preschool Director.

The Executive Director must have excellent skills in interpersonal communication to facilitate working with a mid-size Reform congregation spanning all ages; a solid foundation in fiscal and facilities management; managing/mentoring mid-level personnel and team building. Personal attributes include ability to foster community within a multi-generational congregation; work as a team player with clergy and lay leadership, “multi-tasker,” diplomatic and able to communicate with diverse populations.

The Executive Director must be a caring and warm individual, able to relate to a wide variety of personalities, cognizant of their separate needs, while at the same time balancing the needs of the larger Temple community. The Executive Director ensures that the environment and atmosphere of the Temple encourages a feeling of Jewish community and that all operations are conducted with the values of Judaism.

Personnel/Administration

- Manages the day-to-day operations of the office
- Responsible for recruitment, hiring, training, supervision, and discipline of administrative support and maintenance personnel
- Provides positive reinforcement and support, maintains a friendly atmosphere with open lines of communication
- Develops job descriptions and manages salary administration
- Oversees payroll and employee benefits
- Responsible for preparation and execution of personnel policies
- Researches, negotiates, monitors, and recommends the health insurance and Section 125 programs to the Personal Practices and Budget and Finance Committees
- Secures and manages outside counsel as necessary

- Consults with senior staff and lay leadership on Temple policy
- Provides liaison and support to the Personal Practices Committee

Facilities and Grounds

- Maintains the property in good condition by authorizing necessary repairs, replacements, and maintenance, and making recommendations to the Facilities Committee and ultimately the Board of Trustees when extraordinary expenditures are required
- Guides and supports maintenance on matters pertaining to the organization, cleanliness, repair, maintenance and safety of building and grounds
- Negotiates adequate insurance coverage for the building and its contents
- Obtains competitive bids for services, projects, and contracts
- Monitors utilities usage and identifies areas for improvement and corrective action
- Works closely with the IT company on retainer to ensure that all hardware and software needs are being met
- Weekly, sets the alarm and HVAC settings as well as the live streaming for worship services and events based on the Temple calendar
- Manages relations with service suppliers and contractors providing on-site supervision of repairs, maintenance, renovations and expansion projects
- Responsible for purchase of fixtures and equipment
- Responsible for the maintenance and upkeep of computer systems
- Compiles set up sheets for the maintenance personnel
- Oversees the facility needs for the Religious School and Preschool in conjunction with the Education Director and Preschool Director
- Liaison and support of the Facilities Committee
- Liaison and support of the Technology Task Group

Fiscal Management

- Makes recommendations and assists with the development of an annual financial plan
- Oversees accounting and bookkeeping, maintenance of financial records
- Approves Temple expenditures
- Provides assistance to all Temple senior staff and committees in the preparation of their budget submissions; responsible for research and preparation of draft budgets for the Budget and Finance Committee and the Board of Trustees
- Enhances and expands opportunities for giving
- Oversees accounts receivables for dues, building fund, Bar/Bat Mitzvah fees, school fees and preschool tuition
- Surveys and makes recommendations on dues and fees
- Oversees Tribute and Memorials and Endowment Funds
- Opens mail and keeps track of RSVPs for events denoting payments
- Assists with the development and implementation of capital and annual campaigns

- Oversees the fiscal needs for the Religious School and Preschool in conjunction with the Education Director and Preschool Director working directly with them on their department budgets and tracking their revenue and expenses monthly
- Liaison and support of the Budget and Finance Committee and their task groups
- Liaison and support of the Development Committee and their task groups
- Liaison to ad hoc special event fund raising committees

Board Support

- Assists the Board of Trustees with long-range planning, including suggesting goals and objectives and the strategies for achieving them
- Attends all Executive Committee and Board of Trustees meetings and serves as a resource person to the President and the Executive Committee
- Maintains minutes of all meetings of the Board of Trustees
- Coordinates the sign up of trustees for Shabbat evening bema duty and B'nai Mitzvah service representatives
- Principal staff liaison and ex-officio member of the Board of Trustees and Executive Committee Planning
- Provides administrative support for the smooth running of all Shabbat, High Holy Day and festival planning and execution
- Executes special events and other programs along, as requested
- Works with other staff to coordinate B'nai Mitzvah logistics and scheduling
- Coordinates schedule of family ushers for B'nai Mitzvah services
- Counsels congregants on issues related to life cycle events
- Encourages the sponsorship and coordinates all Pre-Receptions and Onegim Coordination
- Participates with lay leadership in policy development and implementation
- Determines and arranges for logistical support of all Temple activities
- Oversees the scheduling of activities and the Temple calendar
- Emails a weekly calendar to the staff
- Coordinates with lay support the Lunch Bunch volunteers
- Serves as liaison to all committees and constituent groups for scheduling and logistics
- Provides support, as required, to Religious School, Youth Group, Preschool, and Early Childhood Engagement
- Establishes and reviews all health, safety and security procedures
- Establishes and maintains effective communication processes throughout the Temple community
- Acts as proofreader of monthly bulletin/supplement, all marketing/promotional materials, and written communication pieces to the congregation and directs communication via email with the congregation
- Liaison and support of the Personal Practices, Facilities, Budget and Finance Committees (as well as any other resource development and financial committees), Fine Arts and Interiors, College Connection Committees, and all ad-hoc programming committees including those for the Spring Fund Raiser, All-Temple Picnic, and Chanukah Jubilee Dinner

Membership

- Works with Membership Vice-President and supervises the Membership/Marketing Director on membership recruitment, integration and retention activities
- When Membership/Marketing Director is unavailable, provides initial contact with prospective and new members, offering information on services, programs, and due structure
- Assists in planning of strategies for growth and membership retention
- Provides support to constituent groups
- Manages special events rentals
- Encourages the use of Temple facilities for lifecycle events
- Oversees and supervises all aspects of facility rental, to members, non-members and to community groups
- With the Facilities Committee, develops, implements, and enforces Temple policies in regards to caterers, photographers, musicians, and party planners all who provide services within the Temple building

Cemetery

- Ensures that the Emanu El Memorial Park is maintained year round by communicating with the management at Hillcrest Memorial Park
- Promotes the sale of cemetery lots and Yahrzeit plaques
- Responsible for preparing cemetery lot certificates
- Oversees the maintenance of all records relating to reserved and occupied lots

Community Relations and Professional Development

- Serves as a representative of the congregation and attends meeting of relevant local and national organizations, including the National Association of Temple Administration
- Participates actively in the life of the congregation
- Other duties as assigned by the President

Professional Profile

- The Executive Director should have at least 10 years of progressive experience in non-profit management and hold a Master's degree in Social Work or Business Administration.
- The Executive Director must have substantial knowledge of Jewish ritual, history, and customs. The Executive Director's professional and personal performance must reflect credit upon Temple Emanu El and the Jewish community it serves.
- The Executive Director must demonstrate a commitment to Temple Emanu El through continuing cooperation with members, lay leadership, the clergy and other fellow employees.
- The Executive Director must show courtesy and compassion in dealings with both staff and members.
- The Executive Director takes initiative to improve how work is performed.
- The Executive Director serves as a Jewish role model by displaying Jewish values and ethical considerations in all phases of the position.
- The Executive Director attends special Shabbat and Festival services at Temple Emanu El and is present at High Holy Day services as well.

- The Executive Director attends most special programs and activities of the congregation, and all such activities when requested to do so by the President.
- The Executive Director must participate in local and national organizations as it relates professional development and ability to network with other administrators in the field.

Appendix D: Job Description 2

From The Tent (URJ)

Job Description: Temple Administrator

The Temple Administrator directs, administers and coordinates the secular, business and financial activities of the Temple in accordance with the policies, goals and objectives established by the Board of Directors.

- I. Administrative Support
 - A. Administration
 1. Delegate and oversee staff workload
 2. Provide administrative support to Board of Directors
 3. Coordinate lay volunteers for office support
 4. Create and oversee administrative operation of Temple business
 5. Create a positive working atmosphere for all staff members
 - B. Personnel
 1. Train and supervise clerical and custodial staff
 2. Maintain accurate and confidential personnel files
 3. Mediate interoffice conflicts
 4. Meet with each staff member to review and evaluate
 5. Attend regular staff meetings
 6. Assure the Temple is in compliance with all necessary Federal and State labor and employment regulations
 - C. Recordkeeping
 1. Maintain and update all Temple records accurately and securely, including, but not limited to, deeds, permits, insurance agreements and maintenance contracts
 2. Maintain accurate and confidential member files
 3. Review insurance policies and make recommendations for any changes
 - D. Meetings
 1. Attend regular meetings of the Executive Board, Board of Directors and Congregation
 2. Attend meetings of various committees as needed
 3. Attend regular staff meetings
 4. Attend and subscribe to professional organizations such as UAHC, NATA and MATSA
 - E. Office
 1. Supervise maintenance of temple office equipment, including computer system. Review and update all equipment to ensure optimal efficiency
 2. Keep current on technological advancements in office equipment and make appropriate purchase/acquisition recommendations to the Board of Directors

II. Facilities Management

A. Building and Grounds

1. Responsible for appearance and operation of Temple building, grounds, property and equipment
2. Arrange for prompt repair or replacement of Temple property as necessary
3. Assess appearance, cleanliness and safety of building and grounds regularly
4. Supervise custodial staff
5. Maintain a list of preferred contractors
6. Maintain security standards

B. Calendar: Facilities Scheduling and Use

1. Maintain accurate 2 year calendar for all Temple programs and events
2. Schedule use of Temple facilities by members and non-members
3. Supervise set up of facilities
4. Attend and supervise special events (to be determined on an event by event basis)
5. Supervise scheduling of activities

C. Services

1. Attend and provide support for services and holiday celebrations as needed and required
2. Supervise administrative aspects of High Holy Day Services

III. Membership

A. Current Membership

1. Address members concerns and needs
2. Maintain accurate and confidential member files
3. Create membership reports regularly

B. Prospective Members

1. Respond to inquiries from prospective members
2. Prepare and distribute membership packets
3. Help orient and integrate new members to the Temple community

IV. Budget and Finance

A. Budget

1. Assist Treasurer in preparation of annual budget
2. Provide budget information to committees and staff as needed
3. Oversee expenditures as per budgetary guidelines
4. Prepare financial reports as requested by Board of Directors

B. Daily Operation

1. Supervise billing and collection of dues, tuition, donations, fees and any other accounts receivable
2. Resolve financial issues of any member in conjunction with VP Finance
3. Supervise expenditures according to budgetary guidelines
4. Prepare financial data as needed by Treasurer for reporting
5. Supervise accounting functions of Temple including check writing, purchasing, deposits, etc.

6. Oversee office petty cash
 7. Participate and provide staff support for fundraising activities and events
- V. Other Duties
- A. Perform other duties as necessary or required by the Board of Directors

Appendix E: Job Description 3

From The Tent (URJ)

Job Description: Community & Youth Engagement Worker

Salary:

- \$50,000

Vision for Temple Sinai:

- Your Family, Your Home.

Mission for Temple Sinai:

- Temple Sinai is a warm and welcoming Reform Jewish community dedicated to the support of Israel and passionate about lifelong learning, soulful worship, and social justice.

Philosophy:

- Relationships are at the core of this role. They lay the basis for any programs. Face to face meetings and phone calls are considered the most effective way of communicating with participants/parents and should be prioritized above eblasts and flyers.

Core Experience and Qualifications:

- Three years full-time experience in informal or formal Jewish education. At least an undergraduate degree in Jewish Education, Teaching, Judaism or a related field. Strong knowledge and understanding of Jewish traditions and practices, particularly those of Reform Judaism.
- High-energy person, with strong interpersonal and communication skills. Able to create programs, set priorities, work independently with volunteers and lay leadership and adapt to changing circumstances.
- Well organized person who can motivate, delegate and oversee to completion all programmatic tasks including working with other staff to create materials and market events to the congregation.
- Understands and promotes participatory team decision-making.
- Knowledge of basic computer applications along with social media e.g. WhatsApp, Instagram, GChat and Snapchat, ability to create electronic posters and invites.
- Ideally can sing and/or play an instrument.

Hours:

- 40 hours/week. Available for flexible scheduling including evenings and weekends, particularly Friday nights, Saturday mornings and Sundays.

Responsibilities:

- Create, oversee, budget, facilitate and coordinate programs, activities, congregational and community wide events, including, but not limited to, the following areas (priorities for these activities can be jointly set with the Rabbi):
 - Youth Program:
 - Use the collected wisdom of the U.R.J. Campaign for Youth Engagement and other relevant reading to design a cutting edge youth program.
 - Organize separate middle and high school youth group activities at least once a month including empowering and creating Boards of participants to take ownership of the youth program. Organize one residential program a year for each group.
 - Carry out contact and marketing between events on relevant social media platforms and one to one/small group meetings with key youth leaders.
 - Building positive relationships with teens' parents/guardians.
 - Planning the "on-boarding" to the youth program of pre-teens.
 - Running High Holydays with religious school director services/activities for teens at least once on each of Rosh HaShanah and Yom Kippur.
 - Involve the youth groups in the wider congregation where appropriate such as attendance at Friday Night Live.
 - Actively promote Jewish summer camps to young people, particularly U.R.J camps. Bring the youth group closer to N.F.T.Y. including sending youth on local and regional conventions.
 - Coordinate events, where possible, with other Las Vegas valley youth groups.
 - Bar Mitzvah Program:
 - Collaborate with the Rabbi and Cantorial Soloist to use the collected wisdom of the U.R.J. B'nai Mitzvah Revolution and other relevant reading on best practice to design a cutting edge bar mitzvah program with the emphasis on personal meaning.
 - Take a lead on coordination with other staff to decide B'nai Mitzvah dates. Take part in one on one tutoring of B'nai Mitzvah program alongside other senior staff members (there are 10-15 b'nai mitzvah ceremonies/year, the tutoring will be shared). Coordinate with senior staff on facilitating B'nai Mitzvah program orientation. Develop opportunities for b'nai mitzvah students and their families to meet beyond Religious School and tutoring.
 - Develop residential opportunities for b'nai mitzvah and their families.
 - Support other senior staff in devising post b'nai mitzvah opportunities.
 - Religious/Hebrew School:
 - Work with the Director of Education to pilot an optional Family School, using examples of best practice from other congregations over the long-term.
 - Support the Director of Education with regard to special holiday programs. Cover the Director of Education's absences from Religious/Hebrew School where possible. Supervision and training for the madrichim program.
 - Community Building:

- Design opportunities for youth and parents with school age children, K-12 to meet beyond the walls of Temple Sinai and beyond the traditional meeting times of Friday/Tuesday night and Sunday morning i.e. ensuring the chavurah program reaches families with school age children. Facilitate the creation of chavurot amongst the young family population of Temple Sinai.
- Administration:
 - Maintain an effective and secure filing system and database of participants. Ensure parental permission for participation is given where needed. Report all accidents and health & safety concerns to the Rabbi and/or Executive Director.
- Training and Development:
 - Attendance at relevant conventions and seminars is required and a budget for this will be provided.
- Reporting and Supervision:
 - Reports ultimately to the President, daily supervision and oversight by the Rabbi.
- Other Key Relationships:
 - Director of Education, Cantorial Soloist, Executive Director, Board of Trustees.

Appendix F: Job Description 4

From National Association for Temple Administration (NATA)

Job Description: Temple Administrator

The Temple Administrator reports to the President of the Board of Directors and Rabbi and is responsible for the management and day-to-day administrative operations of the Temple to implement policies and decisions of the Clergy, Temple officers / Board and Committees.

Responsibilities include congregational communications, administrative support of Temple activities and programs (non-school related), overseeing of building maintenance, serving the needs of our Membership.

Task/Responsibilities	Daily	As needed/ ongoing	Weekly	Monthly	Quarterly	Annually
Communications						
Answer phones/ emails	X					
Shabbat announcements			X			
Congregational Emails		X		X		
Create Tikvah Talk				X		
Create flyers		X				
Membership Renewal packets						X
High Holyday info/tickets						X
Yiskor letters						X
B'nai Mitzvah date selection						X
Clergy correspondence		X				
Membership						
Maintain database		X				
Speak with prospective members		X				
Provide sensitive assistance to those needing dues relief assuring them of confidentiality		X				
Work w/B'nai Mitzvah families for social hall events, etc.		X				
Administrative						
Maintain Temple calendar		X				

Task/Responsibilities	Daily	As needed/ ongoing	Weekly	Monthly	Quarterly	Annually
Administrative support for all events - Publicizing, tracking, coordinating (Gala, Rest Walk, Shabbat dinners, Seder, HHD)		X				
Attend Board meetings				X		
Attend committee meetings		X				
Deal with computer issues		X				
Washing / folding tablecloths			X			
Facility						
Give direction to custodian			X			
Give direction to event coordinator		X				
Maintain building / office equipment (contracts/repairs/ maintenance)		X				
Purchase all supplies		X				
Work w/ people for Facility rental (non BM events)		X				
Assure maintenance, cleanliness & readiness of physical facilities		X				
Financial						
Support bookkeeper		X				
Assist w/annual budget preparation						X
Prepare annual MUM report						X
Monitor expenses		X				
Miscellaneous						
Special projects as directed by board (Survey, MUM dispute)		X				
Anything else that needs doing that no one else is doing (straighten up kitchen, wash tablecloths, etc.)		X				
Nudging		X				

Not listed are critical tasks which should be done – analyzing members accounts/payments for tracking purposes, developing more thorough database w/ regards to member occupations, following up w/ prospective members, identifying members for capital campaign, etc.

Appendix G: Communication with URJ Knowledge Network

4/7/2021

Gmail - Looking for synagogue staffing information



Lindsey Burton <lgdburton@gmail.com>

Looking for synagogue staffing information

Kalish, Maxie <MKalish@urj.org>
To: "lgdburton@gmail.com" <lgdburton@gmail.com>

Tue, Feb 2, 2021 at 12:37 PM

Hi Lindsey,

My colleagues at the Knowledge Network passed along your email to me. I am the analyst on our Benchmarking and Assessment team, which you can learn more about here: <https://urj.org/what-we-do/developing-leaders/urj-congregational-benchmarking-and-assessment-project>

We do have some staffing ratios thanks to our financial and operating tool. What it tells us is that on average, there are about 550 individuals (including children) per 1 FTE clergy member. There are plenty of congregations where this number is lower or higher.

300 is what we consider "medium." I cannot provide a list of congregations, but trust me that there are many. I have two suggestions for you:

1. If you have not already, be in touch with Rabbi David Fine dfine@urj.org he is our "mergers" pro here at the URJ
2. Get involved in The Tent! It seems like you have a lot of questions that other congregations can answer and the tent is a great place to do that.
 - a. 250 family congregation asking about structure: <https://www.yammer.com/thetent/threads/904371806306304>
 - b. Mergers group: <https://www.yammer.com/thetent/#/groups/11351944/>
 - c. Sample job descriptions: <https://www.yammer.com/thetent/topics/5585847/files>

Please let me know if I can be of any further assistance.

All the best,

Maxie

Maxie Kalish
Analyst, Benchmarking and Assessment
Strengthening Congregations
212-650-4272

Pronouns: She, her



<https://mail.google.com/mail/u/0?ik=03bda567b9&view=pt&search=all&permmsgid=msg-f%3A1690609724609224085&simpl=msg-f%3A16906097246...> 1/2

Appendix H: Job Functions Worksheet

Job Functions	Rabbi	Assistant Rabbi	Cantor or Cantor/ Educator	Cantorial Soloist	Executive Director or Temple Administrator	Bookkeeper/ Clerical	Custodian	Religious School Director	Director of Education	Director of Membership Engagement and Support	Security Officer	Director-Rayner	Notes
													Many boxes marked as possible for a professionally trained cantor, that would not be for a cantorial assistant.
Professional Jewish Leadership	X	X	X						P				
Shabbat and other Services	X	X	X	X					P	P			Board Involvement, Ritual Committee
Music during Services	X	X	X	X									
Pastoral Care of Congregants	X	X	P										
Life Cycle Events	X	X	X	X	X		X		X	P			
Religious Education-Children	X	X	X	X				X	X	X			Board Involvement, Education Committee
Religious Education-Adults	X	X	X						X	X			
Community Interactions with Public/Outside Organizations	X	X	P		X					X			Board Involvement. A limited function of personnel stationed in front office.
General Administration, Office Management, Calendar, Directory, Supplies, Reception					X	X		X	X	X		X	TOVs (Temple Office Volunteers)-Both Regularly Schedule and As Needed
Bookkeeping, Bills, Statements					X	X						X	
Finance, Budget, Salary Administration, Insurance, Facility Rentals	X				X			X	X	X		X	Board Directed (Treasurer), Contract with independent CPA Firm for periodic review.
Membership Engagement/Support/Recruitment	X	X	P		X			X	X	X			Board Involvement, Membership Committee
Events-Programming-Families, Children, Adults	X	X	X	X	X			X	X	X			
Events-Logistic and Set up/Take down					X		X	X	X	X			
Youth Group, Camp Programs (HSJ)	X	X	P	P					P	X			
Communications with Congregants/Social Media/Newsletter	X	X	X		X			X	X	X		X	Technology aspects involved here
Technology	P	P	P		X	X		X	X	X		X	
Fundraising, Memorials, Endowments					X	X		P	P	P		P	Board Involvement/Initiated, Development Committee
Social Justice	X	X	X		X			X	X	X		P	Board Involvement, Social Action Committee , every leader and program involved
Human Resources and Supervision	X				X			X	X			X	Board- Personnel Committee
Building Maintenance					X		X	X	X	P		X	
Facility Changes/Improvements	P				X		X	P	P			X	Board Involvement, Facilities Committee
Cemeteries Management	P				X						X		Board- Cemeteries Committee
Security	P				X		X	X	X	X	X	X	Board Involvement- Security Committee . Includes arranging police presence as appropriate, maintaining and updating security equipment
Early Childhood-Rayner Center					X	X	X				X	X	Currently Rayner is a self-contained entity for staffing, budgeting, maintaining and meeting all legal guidelines, inspections, etc. As such, staffing for Rayner falls to the Director, and the Director's oversight committee. All based on the numbers of students recruited and the tuition generated. As such, it is separate from most other functional categories. It requires a Jewish identity and some modest link to Jewish education. The Director's job is strategic, but is mainly a critical administrative position based on the volume of work required to maintain a school for young toddlers. Staffing for Rayner is handled directly by the Director, with oversight from the Rayner Committee and the Temple Board.