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Union of American Hebrew Congregations

SERVING REFORM JUDAISM IN NORTH AMERICA
PATRON OF HEBREW UNION COLLEGE-JEWISH INSTITUTE OF RELIGION
838 FIFTH AVENUE, NEW YORK, N.Y. 10021-7064 (212) 249-0100

file

Memorandum

To: MEMBERS OF THE UAHC MANAGEMENT COMMITTEE
From: PETER J. WEIDHORN, CHAIRPERSON
Date: November 15, 1994
11 Kislev 5755
Subject: POLICY AGAINST DISCRIMINATION, HARASSMENT AND
OFFENSIVE CONDUCT

Attached for your consideration is a revised version of the policy we discussed at the October Management Committee meeting. After spending much time on this subject and recognizing its importance both legally and morally to the UAHC, I would like with your concurrence, to bring the matter up for discussion and vote at the December Board meeting.

I have consulted with Rabbis Yoffie, Saperstein and Spitzer as well as Jerry Somers and Mel Merians and concur with their conclusion. As you can see from the attached draft, it has been changed to incorporate a number of the concerns raised by the Committee.

Let me address the issue of policy versus procedure. Normally, I would agree that management develops procedures to implement Board policy. However, since we are not only concerned with employees, but with volunteers and their joint interaction, the proposed procedures are necessary. Management cannot develop and implement procedures which pertain to volunteers. Volunteers must police themselves.

Please call Bob Koppel within the next week in order that he can record the poll of the Committee. Thank you for your assistance.

\\management\pjw\94discrm.mem

UAHC Policy Against Discrimination, Harassment and Offensive Conduct Based on Legally Protected Status

Policy Statement

All decisions affecting employment, promotion, compensation, assignment and other aspects of the UAHC's work environment shall be made on the basis of qualification, performance and other pertinent work-related factors, and without discrimination against any person on the basis of race, sex, age, religion (except where it constitutes a bona fide occupational qualification), national origin, disability, marital status, sexual orientation or any other legally protected status.

The UAHC shall not tolerate any harassment of, or other offensive conduct toward, any individual based upon race, sex, age, religion, national origin, disability, marital status, sexual orientation or any other legally protected status. Discriminatory harassment and other offensive conduct includes any conduct, whether verbal, visual or physical, which creates an abusive and hostile work environment and which has the purpose or effect of interfering with an individual's work performance or development. The work environment encompasses all work-related settings, including business trips and business-related social events.

This policy applies to all employees and to all volunteers working on behalf of the UAHC. Should this policy conflict with any collective bargaining agreements with the UAHC, the terms of the collective bargaining agreement shall govern.

Prohibited Conduct

Preventing harassment and other offensive conduct requires increased awareness by everyone at the UAHC of the impact that one's actions may have on others. In determining whether harassment or other offensive conduct has occurred, it is not a sufficient excuse that the alleged offender "meant no harm" or was "just kidding." Instead, the standard to be applied is the perspective of a reasonable recipient of the alleged harassing or offensive conduct.

Because sexual harassment has been recognized as more prevalent in our society than other forms of harassment, special attention is given to sexual harassment in this policy. Sexual harassment includes, among other things, unwelcome sexual advances,

unwelcome requests for sexual favors, and other unwelcome verbal, physical or visual conduct of a sexual nature when:

- (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment; or
- (2) submission to or rejection of such conduct by an individual is used as a basis for employment decisions affecting the person, whether or not such decisions have direct economic consequences; or
- (3) such conduct has the purpose or effect, intentionally or unintentionally, or unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

Behavior defined in the policy as sexual harassment may occur between people of the opposite or the same gender.

Consensual personal relationships between individuals in the UAHC are not prohibited by the Policy. Those who engage in such relationships, however, should be aware that questions may later arise regarding the actual freedom of choice of one of the parties, particularly when a superior/subordinate relationship exists between them.

Harassment is not limited to regular business hours on the work site. Instances in which it can occur may include functions or work-related meetings or social events, ceremonies, or other non-work related occasions.

Education and Prevention

The UAHC firmly believes that prevention is the best tool for the elimination of harassment. An employer should take all necessary steps to prevent harassment from occurring, such as affirmatively raising the subject, expressing strong disapproval and developing methods to sensitize all concerned.

The UAHC will conduct an initial orientation and periodic educational programs on harassment with all current staff. Similar programs will be conducted with staff from time to time. All existing and new staff will be provided with a copy of this UAHC Policy and requested to read and sign a receipt for the UAHC's policy so that they are informed of the standards of behavior expected.

The program(s) shall include:

- an explanation of the problem, and of the UAHC's position and Policy;
- the names, addresses and telephone numbers of people designated by the UAHC with whom complaints should be lodged;
- discussion of what behavior constitutes harassment under the Policy;
- the review of legal options available to those who believe they have been harassed.

The UAHC will also take reasonable steps to inform volunteers of its opposition to harassment in all forms.

EO Committee

To implement these policies the UAHC has developed procedures that enable all employees and volunteers to raise concerns about harassment and offensive conduct based on legally protected status. These procedures include an Equal Opportunity Committee ("EO Committee") which will be available to assist employees and volunteers who wish to raise such concerns and to advise the UAHC in responding to these concerns. The members of the EO Committee are appointed by the President and shall number two employees (one of each gender) and two volunteers (one of each gender). One of these individuals shall be designated by the President to be the EO Chair.

In the Procedures described below, where it is indicated that a matter will be referred to the President, it shall pertain to employees of the UAHC and where it is to be referred "where appropriate to the Chair of the Board." it is understood to apply to matters involving volunteers. If both an employee and a volunteer are involved, the President shall consult with the Chair of the Board.

It is implicit that the procedures described below will be implemented on a timely and expedited basis.

Procedures for Raising Concerns Regarding Harassment and Offensive Conduct

The Procedures described below are available for and applicable to all employees of and volunteers for the UAHC.

1. Selecting a Procedure

The UAHC encourages those who believe they have encountered conduct that violates the Policy to take responsive action. The UAHC understands that, depending on the nature of the conduct involved and the personal preference of the recipient of that conduct, different responses may be appropriate. The following procedures are available: self-help, informal intervention and requests for a factual review of alleged policy violations. In determining which alternative to pursue, the individual should feel free to consult with any members of the EO Committee. Please note that, in general, commencing one alternative does not mean that the individual cannot also pursue another alternative later. An employee represented by a labor organization, if permitted by the labor agreement, may pursue a matter using the labor agreement's grievance procedure in addition to or instead of this procedure.

2. Self-Help

A person may feel that the appropriate response to particular offensive conduct is either to stop it while it is happening, or to speak to the offending person later and explain that the conduct was offensive. This approach may be most appropriate when it appears that the offending person may not be aware that the conduct is offensive or is operating on the mistaken assumption that the conduct is not unwelcome. Self-help can be an effective means for stopping offensive behavior in a firm yet tactful manner. As an alternative, a person may choose to send a note to the offending person that informs him or her of the person's concern.

3. Informal Intervention

In some instances, an individual may not want to approach the offending person directly on her or his own. In that case, members of the EO Committee are available to provide assistance, either by advising that individual on how to proceed or by serving as an intermediary in dealing with the offending person. A memo of the discussion will be kept by the EO Committee. In most instances, requests for intervention can be handled by the EO Committee directly. When the same offending person is identified in a number of situations or where the nature of the specific situation is significant, the Chair of the EO Committee ("EO Chair") may report the circumstance to the President, or where appropriate to the Chair of the Board, so that appropriate action may be taken.

4. Factual Review of Alleged Policy Violations

Anyone who decides that she or he wants the EO Committee to review allegations of a violation of this Policy should notify the EO Chair. Following such notice, the following steps will usually be taken:

- a. If, after considering the allegations, the EO Chair believes that the allegations, if true, would involve a violation of the Policy, the EO Chair shall notify the EO

Committee. The EO Chair shall appoint one or more persons to review the allegations. The EO Chair shall notify the person requesting the review, the alleged recipient of the conduct (if different) and the alleged offender of the commencement of a review and the name(s) of the person(s) conducting the review. Except in exceptional circumstances, such as when the person making the complaint specifically requests confidentiality and the request is honored, as discussed below, the name of the person requesting the review will be disclosed to the alleged offending person at this point.

If, after considering the allegations, the EO Chair does not believe that the allegations, if true, would involve a violation of the Policy, the EO Chair shall so notify the person requesting the review and the President, or where appropriate, the Chair of the Board.

b. The person(s) conducting the review shall interview the person making the allegations, the alleged recipient of the conduct (if different), the alleged offender and any witnesses deemed appropriate. All interviews shall be conducted privately.

c. The alleged offender may suggest witnesses for interview by those conducting the review

d. Upon completion of the review, the person(s) conducting the review shall make a written report to the EO Chair and the President, or where appropriate the Chair of the Board. The report shall be treated with the maximum degree of confidentiality consistent with these procedures.

e. The President, or where appropriate the Chair of the Board, in consultation with the EO Chair, shall determine whether a violation of the Policy occurred. The person making the allegations and the accused shall be advised of the results of the review.

5. Remedies

The President, or where appropriate the Chair of the Board, in consultation with the EO Chair shall determine the appropriate remedy for violations of the Policy. In an egregious case, the President, and/or where appropriate the Chair of the Board, may take appropriate action pending resolution under these guidelines or legal proceedings. The remedies available range from counselling to discharge (consistent with applicable procedures) or, in the case of a volunteer, requiring one to relinquish all positions with the UAHC, and will vary appropriately with the circumstances presented.

6. Disqualifications

If a review is requested, the person requesting the review, the person who was subject to the harassing conduct (if different) and the person who is alleged to have violated the Policy shall all be disqualified from participating in the process, other than as witnesses, or from making any decisions regarding the merits of the allegations or the appropriate remedy.

7. Confidentiality

All actions taken in response to requests for review will be undertaken with the maximum possible confidentiality, subject to the requirements inherent in conducting a fair review. A person making allegations may request that her or his name be kept confidential and, except in exceptional circumstances (e.g., where doing so would be inappropriate based on the nature of the allegations), that request will be honored. If such a request is honored, however, it may make it impossible to conduct a factual review. Such a request may also limit the UAHC's ability to impose certain remedies. All parties contacted in the course of the review will be required to respect the confidentiality of both the person making the allegations and the accused.

8. Protection Against Retaliation

Retaliation is a very serious violation of the Policy and should be reported immediately to the President, where appropriate to the Chair of the Board, or the EO Chair. Retaliation against any individual for reporting violations of the Policy or for participating in the process — whether by the object of the allegations or someone else — will not be tolerated and will be subject to strict discipline. Each retaliation offense will be reviewed and remedied separately.

9. False accusations

The UAHC recognizes that the question of whether a particular course of conduct constitutes a violation of the Policy requires a factual determination. The UAHC also recognizes that false accusations have serious effects on innocent persons. If, after investigation, it is clear that a person who has accused another of violating the Policy has maliciously or recklessly made a false accusation, the accuser will be subject to appropriate remedies as set forth in Section 5 above. It is important to note, however, that the fact that allegations are not substantiated or are determined not to constitute a violation of the Policy does not mean that the allegations were made falsely.

10. UAHC-Initiated Investigations

If the President, the Chair of the Board, or the EO Chair has reason to believe that a violation of the Policy has occurred (other than as a result of allegations made under the Policy) he/she may initiate his/her own review.

11. Allegations to Outside Agencies

If an allegation of unlawful conduct is made to an outside agency or court, the UAHC reserves the discretion to suspend any of the procedures set forth above and to rely instead on the processes of the agency or court to determine the merits of the allegations. The UAHC, of course, respects the right of individuals to raise such allegations and acknowledges the legal obligation not to retaliate against individuals who exercise that right.



February 2, 1994
21 Shevat 5754

Mr. Paul Gans
17 Adams Street
East Rockaway, NY 11518-1705

Dear Paul:

You have truly done a yeoman's job in chairing the Union's Management Committee and steering it through some very important renovations as well as administrative changes. I am deeply grateful for all your efforts in our behalf. It'd a joy to have someone who undertakes responsibilities so well!

While you have given up the chair, I am pleased to note you continue to serve on the Committee. It's important to have that continuity of experience and understanding of our needs.

With heartfelt gratitude and fond regards to you and Lila, from Rhea, too, I am

Sincerely,

Alexander M. Schindler



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*Send Paul
a note
thanking
him for
his good
work*

MEMORANDUM

DATE: January, 1994
Shevat 5754

TO: Members of the UAHC Management Committee

FROM: Paul Gans, Chairman

RE: Enclosed Summary of January 5, 1994 Meeting

As my last official act as Chairman of the UAHC Management Committee, I am pleased to send the enclosed summary from the most recent meeting which was held on January 5, 1994. If you have any comments, corrections or additions, please contact Merri Markowitz.

I would like to take this opportunity to thank all of the lay committee members and the staff for your time and effort in helping me to oversee the technical operations of the UAHC central services. Although ours is not a "glamorous" committee, it is a vital one which requires time, commitment, and attention to detail, all of which the members of this committee have unfailingly offered. I am pleased to tell you that I will continue to work as a member of this fine committee.

I offer to our new Management Committee Chairman, Peter Weidhorn, much good luck and my counsel whenever it is needed. Again, thank you all.

enclosure



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UAHC MANAGEMENT COMMITTEE

Meeting Summary
January 5, 1994

Attendees: Paul Gans, Chairman, Henry Fruhauf, Stanley Goodman, Constance Kreshtool, Peter Weidhorn

Staff: Robert Koppel, Cabinet Representative, Jane Evans, Dora Lee, Neilia Makadok, Merri Markowitz, Paul Rockfeld, Ellen Rosenberg

The following is a summary of topics discussed during the Management Committee meeting:

The main purpose of the meeting was to obtain the committee's authorization to request from the Board of Trustees or Executive Committee an additional sum of \$350,000 for continued renovation and refurbishment of the 838 national headquarters.

Paul Gans opened the meeting by informing the committee that his term as chairman of the committee was ending and that this would be his last time chairing the meeting. Paul thanked the committee members and staff for helping him during the past six years as Chairman of the Management Committee. He commended the members of the committee for doing an excellent job in helping to oversee the technical operations of the central services of the Union. Paul said that although he will no longer be chairman, he will continue to be part of the committee. Paul introduced Peter Weidhorn, the incoming chairman of the Management Committee.

Bob Koppel, on behalf of the staff and lay leaders, thanked Paul for the tremendous job he has done as chairman of the committee and also thanked him for being a wonderful friend, both personally, and as a great friend of the UAHC. Bob thanked him for his as Chairman of the Management Committee over the past six years. Bob reiterated, and all agreed, that having Paul continue on as a committee member will be an invaluable benefit for the Union.

I. "838" Headquarters Renovation

The technical subcommittee which directly oversees the renovation projects consists of Bob Koppel, Henry Fruhauf, Allen Hochberg, and Neilia Makadok. The subcommittee has periodically met and discussed the current ongoing renovations.

UAHC Management Committee Meeting Summary - January 5, 1994

Several significant renovation and refurbishing projects have been completed to improve safety and working conditions in the building. They include the following:

- A. Improved heating with defective radiators and risers now replaced and working properly.
- B. Total renovation of our two elevators.
- C. New roofing and multiple repairs to the exterior of the building including cleaning of the building facade.

The Committee discussed the following items which need to be included in the renovations project:

A. Electrical improvements

As a result of examination of our current electrical system by electrical engineers and electrical contractors, a more comprehensive repair plan for the electrical system will be required than originally anticipated. With the current electrical system, the building is not up to date although when the building was first constructed all systems were done within code specifications.

** Please see the attached handout for full details. **

The technical subcommittee agreed that instead of simply satisfying surface needs, the current plan for electrical improvements should be to address the situation now and to use it as a foundation to continue repairs into the future.

During committee discussion several suggestions were made:

- * emergency lighting should be wired on separate risers so that if a power failure occurs from the main switch, emergency power will not be lost.
- * investigate the idea to meter electrical line separately so that we can determine where the most power consumption occurs.
- * inquire if fire insurance rates can be reduced with added improvements.

UAHC Management Committee Meeting Summary - January 5, 1994

B. Fire Alarm

Our present system should be significantly upgraded. The proposed system which will be installed will provide the UAHC with a modern fire alarm and emergency communication capability. It consists of required equipment including:

- fire alarm panel at the lobby station
- a communications station
- an elevator recall system to be utilized by the fire department
- speakers
- manual exits
- smoke detectors

F. Hung Ceiling

A discussion ensued regarding the concept of a hung ceiling which has several positive aspects: noise reduction, aesthetically pleasing, improvement of lighting levels, energy savings, savings on future installation of wiring. The negatives of the hung ceiling include the need for staff relocation and consequently disruption of work, for each floor while the installation of the hung ceiling (which is noisy and dirty), future difficulty or impracticality of moving walls where there is a hung ceiling.

After full discussion the committee voted not to approve the concept of hung ceilings.

A motion was made to recommend to the Executive Committee at the February 7, 1994 meeting that the Management Committee be empowered to move forward with the electrical work and the fire alarm and request additional funds of up to \$350,000 for continued renovations for the UAHC national headquarters. The motion was seconded and passed unanimously.

II. Travel Policy

A draft of the UAHC Travel and Expense Policy was presented to the committee for review, discussion and revision, as needed. The proposal was accepted by the committee with several edits and the proviso that before distribution to staff, the Chairman of the Management committee review the revised policy in its entirety.

UAHC Management Committee Meeting Summary - January 5, 1994

There was a brief discussion of the UAHC Travel Program. Lay leaders and staff were not satisfied with the proposals sent by five companies. Therefore, the outgoing chairman suggested that a small travel subcommittee look into sending an RFP to several companies to determine if it is feasible to create a travel program within the UAHC.





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MEMORANDUM

DATE: August 30, 1990
9 Elul 5750

TO: Members of the UAHC Executive Committee

FROM: Paul Gans, Chairman Management Committee

RE: Enclosed Minutes of the Management Committee
Meeting Held on June 26, 1990

In lieu of an oral report to the Executive Committee in September, I am enclosing a copy of the minutes of the UAHC Management Committee meeting of June 26, 1990.

If you have any comments or questions on any aspect of the Committee's work, please feel free to contact me.

I hope that you and your families are enjoying the summer.

UAHC MANAGEMENT COMMITTEE

June 26, 1990

Meeting Minutes

Attendees: Paul Gans, Chairman, Henry Fruhauf, Harris Gilbert, Mark Greenstein, Judith Hertz, Allen Hochberg, William Pollack.

Staff: Robert Koppel, Cabinet, Yvonne Fink, Neilia Makadok, Merri Markowitz, Paul Rockfeld, Eleanor Schwartz

Paul Gans opened by thanking members for attending the committee meeting. He stated that the purpose of the meeting was to review and update members of the activities of the Management Committee and its subcommittees.

Topics discussed included:

I. Headquarters Facility Committee

Paul Gans reported that the Headquarters Facility Committee has received a space planner's report which indicated the amount of usable space within "838" and how much space is currently needed.

Presently, we are awaiting some additional information to determine the course of action which the UAHC will be taking. Should we decide to sell "838" and purchase a building in an alternate location, we would most likely use the services of a real estate advisor instead of a broker. The Committee is hoping to have the final report by the fall.

II. Transcontinental Music (TM)

A. History

Transcontinental Music was donated to the UAHC several years ago. It is the largest publisher of Jewish liturgical music in the USA. TM had been the equal responsibility of the ACC, CCAR, and UAHC. In the past, it ran a deficit of approximately \$25,- \$30,000 per year which was shared equally by the triad partnership. A few years ago, the ACC could no longer meet their commitment, the CCAR opted out of the agreement and eventually the UAHC became solely responsible for TM.

In 1988, a review of the structure of TM from a business point of view by Mel Merians, former Chairman of the Management Committee, and Bob Koppel led to the development of a financial management structure within the Music Commission. Rabbi Dan Frelander has been the primary staff person to direct the ongoing workings of the TM Management Committee.

UAHC Management Committee Meeting Minutes - June 26, 1990

Currently, TM's financial Management Committee is comprised of:

1. Three members of the Commission on Synagogue Music representing equally, the ACC, CCAR and UAHC.
2. Three UAHC staff members; Bob Koppel, Rabbi Dan Freeland and Stu Benick. (Judith Tischler is the Staff Director of TM)
3. Three independent Jewish music publishers.

The purview of the TM Financial Management Committee is examination of sales, order fulfillment, and merchandise. The committee established the viability of TM on a financial basis with a long term goal of publishing at least one major profit producing project per year.

1988 - TM Produced SHAARAY SHIRA
1989 - TM produced NETY'S FIFTY
1990 - TM produced HIGH HOLY DAY CHORAL SELECTIONS

The result of the long term publishing plan resulted in elimination of TM deficits and establishment of a reserve fund of over \$50,000.

Turnaround time for order fulfillment has also significantly improved to the extent that wholesalers will now do business with TM again. The subcommittee meets 2-3 times each year to be certain that TM continues to be on target and to plan future directions.

TM's current sales are approximately \$115,000 per year.

III. Travel

UAHC alone, without affiliates, spends approximately \$500,000 per year on travel related expenses. There are approximately 30-40 Union sponsored meetings per year with at least 10 people per meeting. The biennial, of course, is every two years with regional biennials in the alternate years. The UAHC is currently looking into consolidating its national travel. To that end, Paul Gans will appoint a subcommittee to determine feasibility of consolidation of national travel. (Berryl Blickstein will chair the subcommittee.) Several lay board members involved with travel agencies will be invited to a "think tank" meeting for ideas and suggestions for a national travel program.

UAHC Management Committee Meeting Minutes - June 26, 1990

IV. Human Resources Subcommittees

Yvonne Fink reported on several projects currently being studied by the Human Resources Subcommittee including:

A. College Assistance Program

Several meetings have taken place to determine the feasibility of providing financial aid to children of senior level staff members. Ms. Fink reported that the Human Resources Subcommittee has proposed a scholarship program which is currently being drafted. A discussion by the Management Committee ensued including the question of availability to the family of senior staff only, and the amount of resources available.

B. Pre-Retirement Program

Seminars for financial planning and preparation for retirement are being reviewed to present to both executive and support staff who are planning for retirement.

C. Flexible Benefits Plan

UAHC has been successful in cost containment of its health benefits. We are currently looking into flexible benefits and HMOs or preferred providers.

V. Computerization

Paul Rockfeld reported that the computerization has helped automate the accounting department in several ways:

A. Accounts Payable bills are now paid on a timely basis.

B. Accounts Receivable statements are generated within one week.

C. General Ledger interim financial reports are available as needed.

D. Currently Special Interest Lists are being automated. On July 9th, we are "going live". We will be generating the special interest lists in-house producing more efficiency and furthers cost containment.

E. Currently, the program for the Fund For Reform Judaism, which is already on-line, is being upgraded.

UAHC Management Committee Meeting Minutes - June 26, 1990

- F. Reform Judaism magazine's membership list of approximately 300,000 names will go on-line shortly.

VI. General Services

Neilia Makadok updated the Management Committee on the following items:

A. Warehouse

UAHC recently changed warehouses from Courier to Leahy which has resulted in a savings of approximately \$1,100 per month on storage and activity.

B. Clean up at "838"

The hallways and basement area have been cleaned up in conjunction with a change in our warehouse. We are now beginning to clean up private offices.

C. Outside Night Cleaning Service

UAHC now has an outside night cleaning service. Using an outside vendor has resulted in savings of approximately \$45,000.

D. Emergency Procedures

Updates have been presented to entire staff including fire drill procedures, and bomb threats.

E. Tenth Floor Meeting Rooms and President's office area.

New carpeting and new shades are to be fitted for the 10th floor board rooms as well as Rabbi Schindler's office area.

F. PCs

Training classes in word processing have been instituted for new users of WordPerfect 5.0.

G. Employee Lunch Program

This program has been in operation for 18 months with good response from staff. Use of the kitchen for staff lunch when no meetings are scheduled reduces overall annual cost of the kitchen through greater utilization.

UAHC Management Committee Meeting Minutes - June 26, 1990

A suggestion was made by several committee members that the projects of the Management Committee and its subcommittees be communicated to the member congregations through the Department of Synagogue Management and the UAHC Communications Committee.

Members of the committee expressed their thanks to Paul Gans and the UAHC staff members who have worked to control costs at the UAHC and increase the efficiency of the business aspects of the UAHC's program.



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June 9, 1987
12 Sivan 5747

FROM: MEL MERIANS, CHAIRMAN
TO: MEMBERS OF THE MANAGEMENT COMMITTEE
SUBJECT: MANAGEMENT COMMITTEE MINUTES

I am pleased to send the enclosed minutes of the last Management Committee meeting, held on May 11, 1987. As part of the minutes I am also sending the Executive Personnel Policies.

I am planning our next Management Committee meeting in the fall. As soon as I have confirmed the date and time, I will advise you.

I hope that you and your families have a pleasant summer.

enclosures

UNION OF AMERICAN HEBREW CONGREGATIONS

MANAGEMENT COMMITTEE

Meeting Minutes

May 11, 1987

Present: Mel Merians, Chairman, Robert Adler, Henry Fruhauf, Paul Gans, Dan Golomb, Myron Pomerantz

Staff in Attendance: Neilia David, Jane Evans, Yvonne Fink, Robert Koppel, Eleanor Schwartz

Guest: Martin Hertz

Chairman, Mel Merians opened the meeting by welcoming those present making special note of Martin Hertz, who was attending as a guest. Mr. Merians thanked Mr. Hertz for the legal advice that he and his firm provided to the Personnel Subcommittee during the Subcommittee's lengthy deliberations on the proposed executive personnel policies.

I. PERSONNEL SUBCOMMITTEE

Mr. Mike Pomerantz, Chairman of the Personnel Subcommittee, reported on and led the discussion of the final group of executive personnel policies prepared by the subcommittee.

A. General Disclaimer Statement was accepted with the following two changes: (see page 1 of the attached policies)

1. "or its affiliates" was added after "any employee of the UAHC" in the first paragraph.
2. "of the UAHC" was added to the end of the statement following, "Board of Trustees".

B. Vacation Policy was amended to add paragraph five (5), as follows: (see page 2 of the attached policies)

"All vacation days are to be scheduled in advance, after consultation and approval of management."

C. Jury Duty was amended to delete all references to subpoenas to appear as a witness. Only official jury duty is to be included in the policy. (See page 3 of the attached policies)

D. Religious Holy Days was not amended. (see page 4 of the attached policies)

- E. Salary Advances was not amended. (see page 5 of the attached policies)
- F. Housing Loan Policy was amended to include clear property and life insurance protection. Bob Adler agreed to write the precise language which is as follows: (see page 6 of the attached policies)

Provisions of the loan shall include the following:

1. Life Insurance

The employee/borrower shall maintain a decreasing term life insurance policy including an irrevocable beneficiary designation naming the UAHC and a collateral agreement, likewise naming the UAHC. This contract will be retained by the UAHC.

2. Property Insurance

The employee/borrower shall maintain homeowner's coverage in an amount equal to the 100% replacement cost of the housing written on an "all risk basis" and providing a mortgage payable clause to the UAHC.

Mel Merians thanked Mike Pomerantz, Martin Hertz, and the entire Personnel Subcommittee for their outstanding effort. The members of the subcommittee are:

Mike Pomerantz, Chairman, Bob Aerenson, Jane Evans, Yvonne Fink, Harris Gilbert, Robert Koppel, Norman Schwartz.

The proposed policies will be presented to the board for approval at the June meeting.

Mr. Merians invited Mr. Hertz to attend the board meeting.

II. COMPUTERIZATION

Bob Koppel reported on the progress and schedule for the computerization of the Union's accounting and list maintenance functions.

The IBM System 38 equipment has been delivered and the operational internal software has been loaded. The first area to be placed online with the new system will be the Accounts Payable System. The target date for dual system testing is July 1, 1987. UAHC general ledger, accounts receivable, billing and invoicing will be the next areas to be placed online. Affiliates who use the Union's accounting system will be placed on the "38" on a delayed basis schedule following the debugging of each stage of the UAHC implementation. Membership lists and fundraising will be the next activities to be installed on the new system followed by the Special Events package.

The last area to be converted to the System "38" will be MUM.

With the exception of MUM, preliminary design work has begun in all of the areas mentioned above. Since CSCI, the software vendor, has installed the systems in several similar organizations, we do not anticipate major program design changes.

Concurrent with the system 38 installation, the Union is adding word processing capabilities. In several departments IBM PC-AT compatibles will be purchased for word processing. The AT compatible computers can also be configured to access the System 38, as needed.

The last item discussed regarding the Union's computer plans was the installation of a computer bulletin board system to provide our congregations with computer dial-in access to obtain timely and informative data on a wide variety of UAHC programs and services through the computer. A demonstration is planned for the Biennial.

Bob Adler mentioned that an existing company currently operates a Jewish data base and agreed to provide Bob Koppel with the names.

Including the addition of the word processing equipment and software, the project is currently well below the initial \$370,000 budget.

Mr. Merians thanked Paul Gans for his extensive input as a member of the Computer Subcommittee.

May 11, 1987

III. PROPERTY TRANSACTIONS

Mr. Merians reported the following:

- A. The Union has sold two of the five property parcels owned in Howard, Colorado. The gross proceeds, approximately \$70,000, will be placed in the Endowment Fund.
- B. The Joliet property is being rented as farmland for \$4,000 payable in advance. (The funds have already been received). There will be no obligation to the farmer if the land is sold prior to harvest time.

IV.

NEW INITIATIVES

A planning meeting will be scheduled in the fall, either September or October to discuss new initiatives for the Management Committee to consider. Two topics suggested as worthy of investigation are the mailing system and the security system in "838".

mcmmin587.min



UNION OF AMERICAN HEBREW CONGREGATIONS

PROPOSED EXECUTIVE PERSONNEL POLICIES

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September 15, 1986

11 Elul 5746

AMENDED MAY 5, 1987

PROPOSED TENURE POLICY
Personnel Subcommittee
September 4, 1986

I. Definition:

Tenure shall be defined as the right of an individual to hold a position with the UAHC, or one of its affiliates, and not to be removed therefrom except for cause as provided in paragraph VI below.

II. Staff Eligible for Tenure:

A. At the time of employment, executive staff members, may or may not be placed on the UAHC tenure track. The position may be reviewed periodically at the President's discretion.

B. At any subsequent time following the employment date an individual may, at the direction of the President of the UAHC, with the assent of the national board or executive committee of the applicable affiliate, be placed on the tenure track with full credit for past service.

C. Modifications in the implementation of these procedures may be made upon recommendation of the President of the UAHC with the assent of the UAHC Board of Trustees or Executive Committee, and subject to the approval of the National Board or Executive Committee of the applicable affiliate. Executive staff eligible for tenure will be notified in a timely fashion of any changes to the policy.

III. Length of Service:

A. The initial phase of the tenure eligibility track shall consist of eight years of consecutive service.

B. Following this eight consecutive year period of employment at the UAHC or affiliate, the UAHC president, and where applicable, the appropriate affiliate president along with the staff member being considered for tenure, will mutually evaluate their relationship. An affirmative result will confirm the staff member's candidacy for tenure.

PROPOSED TENURE POLICY
Personnel Subcommittee
September 4, 1986

C. Upon completion of two more years of service, totaling 10 consecutive years, the staff member who is on the tenure track will be considered for tenure after a further evaluation of the individual's past service and suitability for tenured appointment.

IV. Notification of Tenure:

Determination of tenure and notification shall be made within 60 days after completion of the tenth consecutive year by the President of the UAHC, and when applicable, by the appropriate affiliate's chairperson. If tenure is denied it may be reviewed at any future time.

V. Change in Status under Tenure:

Recognizing the dynamic needs of the UAHC and its affiliates, changes in the status of tenured staff members may be required. In order to maintain the quality of its services, the UAHC, upon consultation with its affiliates, where necessary, may promote, transfer, or reassign any tenured individual to any other appropriate position on the Union's staff or on the staff of one of its affiliates. No such change in position shall result in a reduction in salary, benefits, or change in tenure status.

VI. Termination or Suspension for Cause:

A. The employment of persons having tenure may be terminated or suspended for one or more of the following reasons:

1. Actions that compromise the ethical and moral standards of the UAHC.
2. Physical or mental incapacity that interferes with the ability to properly perform job responsibilities.
3. Neglect of duty.
4. Gross incompetence.

B. The decision concerning the removal of a person so charged shall be made by a Board of Review. This Board of Review shall be composed of three members:

1. One selected by the employee involved.
2. One selected by the UAHC President and Chairman of the Board, and when applicable, the President of the respective national affiliate.
3. One selected jointly by those members specified in sections "1" and "2" above from a panel submitted by the American Arbitration Association who then shall become the chairman of the Board of Review.

C. Proceedings for Section VI-A shall be initiated by written notice to the person involved, setting forth all of the charges or allegations pending against him or her. A person so charged shall be entitled to a hearing as set forth in section VI-B. The Board of Review shall conduct a hearing not later than 45 days after written notice has been served unless a postponement is granted by the Board of Review. A report and recommendation shall be transmitted not later than 15 days after the completion of the hearing to the President of the UAHC and to the President of the respective national affiliate, when applicable, for appropriate action. Such action shall be taken within 15 days after the receipt of the Review Board's report, unless waived by mutual consent.

VII. Status of Current Staff:

Those staff members employed prior to 01/01/86 who are eligible for tenure under the previous policy shall receive a letter confirming their eligibility for determination of tenure under the previous policy.

PROPOSED SABBATICAL POLICY
Personnel Subcommittee
September 4, 1986

Purpose: To provide full-time professional staff members, whose official UAHC job description includes sabbatical, and who have primary responsibility for the Union's program development, with periodic leaves of absence to study and/or engage in research in those fields of knowledge for which the Union holds them responsible or for other approved purposes.

Definition:

Sabbaticals may be taken either as a full sabbatical or as a one half sabbatical. A full sabbatical shall be defined as 6 months and shall consist of 5 months of paid sabbatical leave plus a contiguous period of one month of paid annual vacation. A one half sabbatical shall be three and one half months and shall consist of two and one half months paid sabbatical leave plus a contiguous period of one month of paid annual vacation.

Compensation instead of sabbatical leave will not be granted. Such compensation does not fulfill the purpose for which sabbatical leave is intended.

Variation in the continuity of the time schedule of the sabbatical may be dealt with on an ad hoc basis by the president of the UAHC and/or the president of the appropriate affiliate, when applicable

Conditions of Eligibility:

1. Sabbaticals will only be granted when they clearly fulfill the purpose for which the sabbatical leave program has been authorized:
 - a. The applicant's work for at least ten years has been directly concerned with program creation at the planning level or with top level review and approval of programs.
 - b. The applicant has submitted a program of study, teaching, research or other activity which will add substantially to his or her competence in that (those)

PROPOSED SABBATICAL POLICY
Personnel Subcommittee
September 4, 1986

field(s) of knowledge for which the Union holds him or her responsible.

c. There is reasonable assurance that the applicant intends to continue in his or her employment with the Union upon returning from the sabbatical.

2. Following consultation with the Director, sabbaticals can be granted only at the option of the President of the UAHC and with the concurrent approval of the President or Chair of any affiliated agency when applicable.
3. Eligibility for sabbaticals begins after 10 years of continuous employment in a position as described above in 1-A.
4. Sabbaticals subsequent to the first one, if that has been taken in full, must not be less than 10 years apart. All eligibility requirements as previously detailed above must be met prior to granting a subsequent sabbatical.
5. If a one-half sabbatical is chosen, the following conditions shall be adhered to:
 - a. The second half shall be taken within 3 years of the completion of the initial sabbatical period.
 - b. At least ten years shall elapse from the completion of the first portion of a one-half sabbatical prior to the commencement of a subsequent sabbatical.
6. No more than one division head may be on sabbatical leave at the same time without approval of the president.
7. No more than one Regional Director may be on sabbatical at the same time.
8. Sabbaticals shall be scheduled so far as possible on the basis of seniority unless a clear benefit to the UAHC requires otherwise.

PROPOSED SABBATICAL POLICY
Personnel Subcommittee
September 4, 1986

9. No person may take sabbatical unless adequate provision for covering his or her job during the absence has been made and approved by the President and/or concurrent head of an affiliated agency.
10. All applications for sabbatical must be filed in writing with the business manager and the president at least nine months before the commencement of requested sabbatical leave, unless a clear benefit to the UAHC requires otherwise.

Status of Current Staff:

Those staff members employed prior to 01/01/86 who are eligible for a sabbatical under the previous policy shall receive a letter confirming their eligibility; a copy initialed by the staff member will be placed in their personnel file.

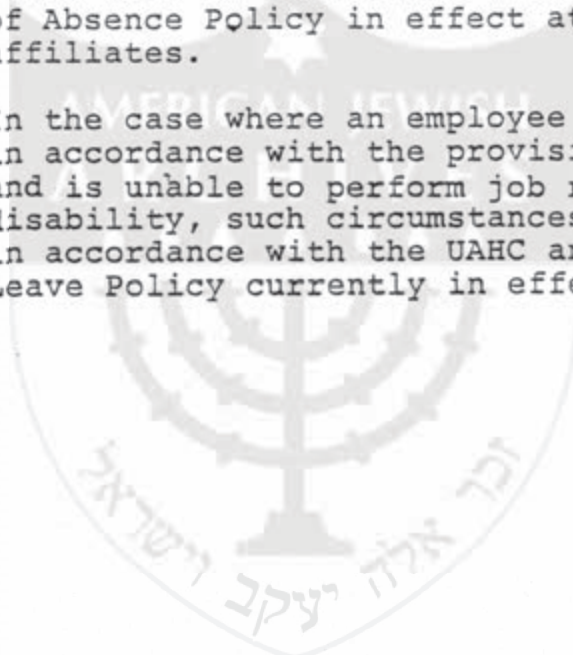
PROPOSED EXECUTIVE MATERNITY AND PATERNITY LEAVE

General Policy Statement

In order to protect career opportunities for men and women, the UAHC and its affiliates allows for maternity and paternity benefits.

Policy Provisions

1. Maternity and Paternity Leave requests shall be dealt with in accordance with the general Leave of Absence Policy in effect at the UAHC and its affiliates.
2. In the case where an employee has been granted leave in accordance with the provisions of paragraph one and is unable to perform job responsibilities due to disability, such circumstances shall be dealt with in accordance with the UAHC and Affiliates' Sick Leave Policy currently in effect.



PROPOSED LEAVE OF ABSENCE POLICY
FOR EXECUTIVE STAFF
APRIL 14, 1986

General Statement of Principle:

Under extraordinary circumstances, personal leave without pay may be granted to full time employees who have completed one year or more of continuous service with the UAHC or its affiliates.

Policy Provisions:

1. Leave of Absence without pay may be granted as assistance to an employee in extraordinary circumstances for a specified period of time. The employee shall submit a written request, which shall include the specific reason for the leave, to the department director. Leave shall be granted upon the recommendation of the department director and the business manager, and with the approval of the President, at which time the Personnel Department shall be notified.
2. Retirement benefits, health and insurance coverage will continue during the leave of Absence for a period not to exceed three (3) months.
3. Should extenuating circumstances arise pertaining to each of the above items, for an individual covered by this policy, they may be dealt with on an ad hoc basis by the president of the UAHC and/or the president of the appropriate affiliate, when applicable.

PROPOSED EXECUTIVE SEVERANCE POLICY
April 14, 1986

POLICY STATEMENT:

Severance pay shall be granted to executive staff who are terminated by the UAHC or one of its affiliates according to the following guidelines:

1. Staff members who have been employed for one year or more will be given at least 4 weeks written notice of impending dismissal; staff members employed for less than one year will be given at least two weeks written notice of impending dismissal.
2. Severance pay will be calculated on the basis of two weeks' pay for each year of service or fraction thereof, up to a maximum of 26 weeks of severance pay.
3. Notice and severance pay may be concurrent.
4. Payment of severance pay will be made in equal installments according to the employee's regular pay schedule.
5. Staff members terminated for reasons of gross incompetence, neglect of duty, or actions that compromise the ethical and moral standards of the UAHC or its affiliates may not be eligible to receive severance pay or notice as detailed above.
6. Retirement benefits, health and insurance coverage will continue during the severance pay period. Vacation and sick leave accrual terminate at the conclusion of the notice period.
7. Should extenuating circumstances arise pertaining to each of the above items, for an individual covered by this policy, they may be dealt with on an ad hoc basis by the president of the UAHC and/or the president of the appropriate affiliate, when applicable.

PROPOSED EXECUTIVE SICK LEAVE POLICY
Personnel Subcommittee
March 30, 1986

Purpose: To provide paid sick leave and disability benefits for all full-time executive staff members. This policy is intended to provide continuation of earnings during actual illness or disability.

Conditions of Eligibility:

All full time executive staff are eligible to receive full pay in the event they are unable to perform job responsibilities as a result of illness or disability.

Policy:

Full pay shall continue up to 26 consecutive weeks, in accordance with criteria established by New York State disability law.

Following the mandatory 5 day waiting period, the Personnel Department, on behalf of the employee, will apply for benefits to New York State Disability Board. The employee is obligated to have his or her physician complete the documents as required by New York State Disability Board and return to the Personnel Department. UAHC Sick leave benefits will be continued, subject to the Disability Board's determination.

After 26 weeks of continuous disability, the Personnel Department will apply for benefits to the UAHC's long term disability insurance carrier.

During the authorized sick leave period, which may include continuance under the UAHC Long Term Disability Insurance Policy, all employee benefits shall continue and seniority will be maintained.



UNION OF AMERICAN HEBREW CONGREGATIONS

PROPOSED EXECUTIVE PERSONNEL POLICIES

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Vacation Policy.....	2
Jury Duty.....	3
Religious Holy Days.....	4
Salary Advances.....	5
Housing Loan.....	6

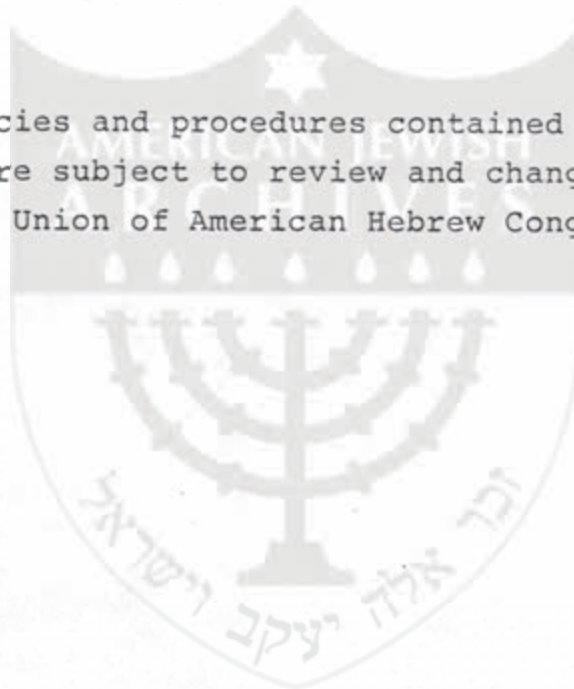
April 28, 1987

Amended May 11, 1987

DISCLAIMER STATEMENT

Anything contained in the personnel policy and procedures manual should not be construed as offering or guaranteeing the continued employment of any employee of the UAHC or its affiliates for any specified period of time except as specifically set forth in the tenure provisions of this policy statement.

The policies and procedures contained in this Executive Policy Manual are subject to review and change by the Board of Trustees of the Union of American Hebrew Congregations.



PROPOSED EXECUTIVE POLICIES

VACATION AND NON WORKING DAYS

VACATION POLICY

Purpose: To provide full-time executive staff members with paid vacation leave so that they may revitalize both their mental and physical capabilities.

Conditions of Eligibility: All executives are entitled to an annual vacation leave.

Policy:

1. All full-time executive staff members are entitled to an annual vacation leave of one month defined as 23 working days, Monday through Friday.
2. Vacation days can only be taken as earned.
3. Vacation days must be used in the year earned.
4. Executives who work part-time must work more than one-half time to be entitled to vacation leave on a pro-rated basis.
5. All vacation days are to be scheduled in advance, in consultation and with the approval of management.

PROPOSED EXECUTIVE POLICIES

VACATION AND NON WORKING DAYS

JURY DUTY

Purpose: To provide compensation for time off from work in the event an executive is summoned for jury service.

Conditions of Eligibility: All executive staff are eligible to receive full pay during the time that they are performing jury service.

Policy: The policy for Jury Duty for executives is the same as the policy for the general staff. To inform the Personnel Department of jury service, the Report of Absence form is to be completed and forwarded along with a copy of the summons notice to the Personnel Department.

In order to properly calculate compensation during this period it is required that the employee promptly submit to the Personnel Department a copy of the payment record that he or she receives from the court to which he or she is called to serve.

Employees required to perform jury duty shall not suffer any loss of earnings or benefits provided, however, that the salary or compensation otherwise due such employee shall be reduced to the extent of the fees or compensation paid or payable to the employee as such juror.

If an employee is required to be in court when the Employer's premises are closed for a religious holiday, the employee may retain his/her compensation for that day.

PROPOSED EXECUTIVE POLICIES

VACATION AND NON-WORKING DAYS

RELIGIOUS HOLY DAYS

Purpose: To provide time off to observe Religious Holy Days.

Conditions of Eligibility: All executive staff members.

Policy: Religious Holy Days may be taken in accordance with the individual's religious observance and are considered neither sick nor vacation days.



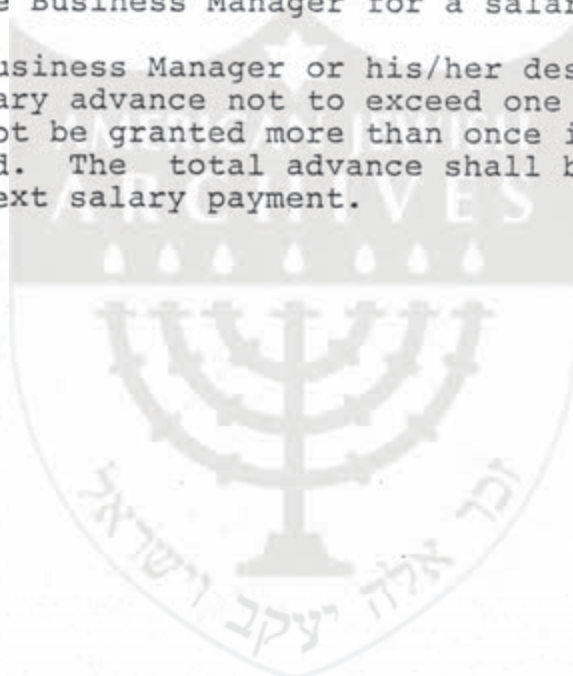
PROPOSED EXECUTIVE POLICIES

SALARY ADVANCES

Purpose: To provide executive staff members, under extenuating circumstances, with short-term financial assistance.

Conditions of Eligibility: All full time executives may apply to the Business Manager for a salary advance.

Policy: The Business Manager or his/her designee may grant a salary advance not to exceed one month's salary. It may not be granted more than once in any twelve month period. The total advance shall be deducted from the next salary payment.



PROPOSED EXECUTIVE POLICIES

HOUSING LOAN

Purpose: To provide full-time senior staff members with financial assistance when necessary toward the purchase of a primary residence.

Conditions of Eligibility: Full-time senior staff members may make a loan application by completing a form available in the Accounting Department and submitting it to the Business Manager.

Policy:

1. Housing loans may be granted to Senior Staff Personnel in an amount not to exceed \$15,000.00 toward the purchase of a primary residence. In no event shall the amount granted be more than 50% of the executive's annual gross salary at the time of the loan request.
2. A variable interest rate will be charged equal to the prime rate of the primary banking institution used by the UAHC in effect on the date of the loan. This interest rate will be adjusted on each January 1 to the current prime rate for the ensuing year.
3. Consistent with the purpose of the Housing Loan Policy, the housing loans available in its aggregate amount is subject to limitation by the UAHC Committee on Endowment and Trust Funds approved by the Board of Trustees of the UAHC.
4. The loan shall be evidenced by a promissory note signed by the borrower, his or her spouse and all other owners of the property and secured by a mortgage. Provisions of the loan shall include the following:
 - A) Life Insurance
The employee/borrower shall maintain a decreasing term life insurance policy including an irrevocable beneficiary designation naming the UAHC and a collateral agreement likewise naming the UAHC. This contract will be retained by the UAHC.

PROPOSED EXECUTIVE POLICIES

HOUSING LOAN

4. B) Property Insurance

The employee/borrower shall maintain homeowner's coverage in an amount equal to the 100% replacement cost of the housing written on an "all risk basis" providing a mortgage payable clause to the UAHC.

5. The term of the loan may be up to 10 years with a regular amortization schedule. Prepayment may be made in whole or in part without penalty.
6. Monthly payment in accordance with the applicable amortization table shall be made by the employee by check or money order payable to the UAHC on the first of every month a loan balance is outstanding.
7. If termination of employment other than retirement from the UAHC occurs, the loan and any accrued interest is due on demand, with a 6 month grace period from the date of demand allowed to complete repayment.
8. These rules and regulations apply to new housing loans only and are not intended to change the terms of the pre-existing housing loans made by the UAHC to its executives.
9. The Endowment Committee shall approve all housing loans.

RABBI ALEXANDER M. SCHINDLER • UNION OF AMERICAN HEBREW CONGREGATIONS
PRESIDENT 838 FIFTH AVENUE NEW YORK, N.Y. 10021 (212) 249-0100

August 8, 1986
3 Av 5746

Mr. Melvin Merians
10 Bonnie Briar Lane
Larchmont, NY 10538

Dear Mel:

I dug through the 1974 Fenvessey Report, a copy of which I believe you saw when you undertook to chair the Management Committee. I am enclosing herewith a copy of Page 32 which is the only thing recorded in writing. Stanley did make an oral report to the Board and if you wish we can look up the transcript of his remarks and get a copy to you. Just let me know. But, in the report itself the only thing I came across was the recommendation to continue to operate at 838 Fifth Avenue. At that time the options were:

- a) Should we sell the building and use the income from the capital received to rent more appropriate space, or
- b) Should we stay here at 838.

His recommendation was that we stay here since the annual yield projected at that time was not sufficient to allow us to rent the kind of space we needed and also because rental would include real estate tax payments from which we are exempt in this location. Fenvessey did not consider the possibility of relocating in Manhattan and re-building.

In this connection, you ought to know that some years ago our building was designated as a Historic Site which restricts its potential use or re-use for commercial purposes. In other words, in all probability it cannot be torn down to be rebuilt but must be preserved in its present state. At least this is my understanding. I suppose the problem can be overcome but it must be considered as part of the equation.

As I told you, I have absolutely no objection to any exploration of this issue. I am not chained to anything if the proposed changes can enhance the effectiveness of our operation.

Mr. Melvin Merians
August 8, 1986
Page -2-

I am glad to hear in this connection that the "prestige factor" plays a role in this thinking.

Again, my thanks for all you help. Fond regards to you and Elaine in which Rhea joins.

Sincerely,
AMERICAN JEWISH
ARCHIVES

Alexander M. Schindler

Encl.



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AMERICAN JEWISH
ARCHIVES
Alexander M. Schindler



Encl.

UAHC

Management Committee

Meeting Minutes

April 23, 1985

Present: Chairman, Melvin Merians, Robert Aerenson; Harris Gilbert; Constance Kreshtool; Marvin Novick; Leo Rosenbaum; Charles J. Rothschild, Jr.;
Staff: Av Bondarin; Ben Dardig; Jane Evans; Bob Koppel; Eleanor Schwartz

Mr. Merians presented the initial cost comparison data related to the change from our inhouse warehouse and printshop to outside printing vendors and a public "Pick and Pack" warehouse.

Printing: The data presented compared the 1983-84 annual print shop costs prorated for seven months, with the actual expenses incurred using printing vendors for the seven month period 8/1/84 - 2/2/85. (1983-84 cost data was taken from page 3 of the UAHC Management Committee Interim Report, dated August, 1984; see Attachment A). To provide comparable figures, only jobs which would have previously been produced at our print shop were included in the seven month actual expenditures. Based on the seven month data, the Union has already saved \$41,331, which is above the \$40,834 annual operating savings projected in the August, 1984 Interim Report. Since printing volume remains relatively consistent on a monthly basis, excluding the summer when the level decreases, annual savings will likely be significantly greater than originally estimated. (See Attachment B for the printing cost comparison.)

Mr. Merians suggested that UAHC staff investigate the possibility of additional printing cost savings that could be realized through increased use of the existing duplicating equipment located within the building.

Warehouse: Actual 1984-85 departmental warehouse and shipping expenses for the six month period 8/1/84 - 1/31/85 were compared with the 1983-84 prorated shared services warehouse expenses. Actual 1984-85 warehouse expenses through 1/1/85 totaled \$23,185.36. The actual 1983-84 shared services expense, prorated for six months, was \$35,187.50, slightly above the estimate contained in the interim report. However, the savings realized through 1/31/85 of \$12,002.14 are on target. After accounting for increased costs associated with the changeover, i.e., one time incoming transshipment charges and user unfamiliarity with the new system, the savings for a full year should prove to be above the original projection of \$23,840. (See Attachment C).

Mr. Merians, while pleased with the warehouse results to date, acknowledged that problems may continue to exist. He suggested that NFTS and NFTB, the primary users of the warehouse, meet at a future date with Ben Dardig, Bob Koppel and Mel Merians to discuss any specific issues.

Following a brief discussion concerning warehouse operations, Mr. Merians suggested that the next step to further improve the shipping/warehouse operation was to separate the warehousing and shipping functions. Ben Dardig, Mel Merians and Bob Koppel will evaluate the alternatives.

Mr. Merians introduced Mr. Bob Koppel, the recently assigned business manager for the Union. Mr. Koppel is responsible for all of the administrative operations of the Union; he will be the senior staff representative to the Management Committee.

Mr. Koppel outlined the priorities he will be addressing in the coming months:

1. Prepare clear table of organization.
2. Educate our department heads towards increased emphasis on the administrative aspects of their positions.
3. Review the utilization of support staff.
4. Revise and in some cases initiate standard personnel policies and procedures, including preparation of job descriptions, development of a performance review plan, preparation of employee handbooks and planning of employee orientation meetings.
5. Review building maintenance and select short term renovation projects as well as develop a long term plan.
6. Review and upgrade the purchasing system.
7. Modernize the production and printing department.
8. Review accounting procedures and introduce an integrated computer accounting system.
9. Review the mailing list system.

Harris Gilbert, chairman of the Security Subcommittee, stated that Lexan has been installed on all ground floor windows.

The Security sub-committee is meeting on April 24, 1985 to discuss the new configuration of the lobby entrance, the installation of building a smoke alarm system and installation of a more secure fence to protect the 65th Street courtyard.

Mr. Gilbert recommended the addition of a Washington, D.C. area resident to the Religious Action Center Security Subcommittee. Mr. Merians and Mr. Gilbert agreed to make arrangements to increase the committee.

Ms. Connie Kreshtool confirmed that agreement was reached to purchase or lease additional copying machines to increase copying efficiency. Bob Koppel

will coordinate acquisition and placement of the equipment.

Mel Merians reported that the Personnel Subcommittee is scheduled to meet on May 16, 1985 to review policies relating to tenure, sabbatical, and maternity leave. The chairman of the subcommittee is Myron Pomerantz.

Bob Koppel informed the committee that the Union has hired Yvonne Fink whose title is Director of Special Services. Her initial assignment will be to work with Mr. Koppel in the personnel area. She will start on May 7, 1985.

Mr. Merians suggested that while the personnel and security subcommittees continue to work on their assigned tasks, no new projects be initiated and no new subcommittees be formed until the fall.

Attachments:

- A. UAHC Management Committee Interim Report.
- B. Printing cost comparison.
- C. Warehouse cost comparison.



Attachment B

UAHC
COMPARISON OF PRINTING COSTS
OUTSIDE VENDORS VS INHOUSE PRINT SHOP
EXPENSES THROUGH 2/28/85

DEPARTMENT	VENDOR EXPENSE 8/84-2/85	PRINT SHP 7 MONTHS 1984	SAVINGS TO DATE	PERCENT USAGE 1984-85

UAHC ADMIN	4940			8.42
CONVERSION	631			1.08
NFTY	9129			15.57
NATE	283			0.48
INT'L EDUC	6503			11.09
EDUCATION	2738			4.67
FRJ	523			0.89
KP/RJA	1145			1.95
SOCIAL ACT	919			1.57
NFTS	6314			10.77
NY FEDER	4330			7.38
EISNER	573			0.98
ARZA	3623			6.18
INTER REL	221			0.38
JCS-NFTB	4388			7.48
MUM	771			1.31
REL SCHOOL	259			0.44
LIFTY	206			0.35
CRAFTY	33			0.06
COLL EDUC	1317			2.25
PUBLICATNS	1324			2.26
WUPJ	1512			2.58
REGIONS	2059			3.51
ALIYAH	143			0.24
SYN ADMIN	436			0.74
PROGRAM	597			1.02
REL ACTION	1762			3.00
RPB	838			1.43
TRANSCON	1128			1.92

TOTAL	58645	99976	41331	100.00
	=====	=====	=====	=====



Attachment C

UAHC
COMPARISON OF WAREHOUSE COSTS
PICK & PACK VS UAHC WAREHOUSE
EXPENSES THROUGH 1/31/1985

DEPARTMENT	SHRD SVC EXPENSE 1983-84	SHRD SVC EXPENSE 6 MONTHS	ACTUAL EXPENSE 8/84-1/85	SAVINGS TO DATE	PERCENT USAGE 1984-85

NY FEDER	1407.50	703.75	487.15	216.60	2.10
NJ FEDER	1407.50	703.75		703.75	0.00
REGIONS	1407.50	703.75		703.75	0.00
UAHC ADMIN	8445.00	4222.50	2253.05	1969.45	9.72
COLL YOUTH	1407.50	703.75	302.81	400.94	1.31
GERONTOLOGY	1407.50	703.75		703.75	0.00
INTERFAITH	1407.50	703.75	322.81	380.94	1.39
MUM	1407.50	703.75	290.08	413.67	1.25
FRJ	1407.50	703.75	381.22	322.53	1.64
ORDER HANDL	2111.25	1055.63	372.88	682.75	1.61
PUB RELATN	1407.50	703.75	443.37	260.38	1.91
REL SCHOOL	1407.50	703.75	487.58	216.17	2.10
CONTIN ED	1407.50	703.75	300.93	402.82	1.30
PROF EDUC	1407.50	703.75	306.36	397.39	1.32
SYN ADMIN	1407.50	703.75	1686.35	-982.60	7.27
SOCIAL ACT	1407.50	703.75	399.73	304.02	1.72
RJA	1407.50	703.75	470.41	233.34	2.03
YOUTH	1407.50	703.75	470.44	233.31	2.03
OUTREACH	1407.50	703.75		703.75	0.00
WUPJ	1407.50	703.75	401.43	302.32	1.73
NEW CONG	703.75	351.88		351.88	0.00
BIENNIAL	703.75	351.88		351.88	0.00
RAC	1407.50	703.75	845.99	-142.24	3.65
EISNER	703.75	351.88	207.81	144.07	0.90
ARZA	703.75	351.88	905.63	-553.76	3.91
NFTS	22520.00	11260.00	5853.89	5406.11	25.25
NFTB (NOT BILLED)	7741.25	3870.63	5149.29	-1278.67	22.21
WORSHIP			2.00	-2.00	0.01
TRANSCON			47.45	-47.45	0.20
KP			199.99	-199.99	0.86
TSA			224.98	-224.98	0.97
KUTZ CAMP			371.73	-371.73	1.60

TOTAL	70375.00	35187.50	23185.36	12002.14	100.00
	=====	=====	=====	=====	=====

UNION OF AMERICAN HEBREW CONGREGATIONS

Management Committee Meeting
April 23, 1985

AGENDA

- I. Chairman's Report
- II. Business Manager's Report
- III. Warehouse & Printing;
Analysis and Report
- IV. Security Committee
- V. Personnel Committee



Attachment A

UAHC MANAGEMENT COMMITTEE

INTERIM REPORT

August, 1984

Melvin Merians, Chairman

It has been some time since the full Management Committee has met. However, our sub-committees have been very active in their special assignments and by means of this Interim Report I will bring you up-to-date on what has transpired in various areas of endeavor. I also want to take this opportunity to express appreciation to members of the committee and staff members who have been most supportive and helpful in so many aspects of the work of this committee.

A number of sub-committees have been formed and chairpersons named, they are as follows: Security: Harris Gilbert; Publications: David (Dan) Golomb; Travel & Entertainment Expenses: Bertram Frankenberger, Jr.; Leasing, Vendors & Purchasing: Marvin Novick. With assistance from others, I have undertaken the tasks required in regard to the UAHC Warehouse and Printing operations. As you know, our lease was not renewed at the warehouse and it was necessary to make a fairly quick and important determination on procedures for the future. Details will follow.

We are still adding personnel to the full committee and I am trying to name each member of the committee to a sub-committee.

Dan Golomb has had a meeting with Stuart Benick, managing director of publications, UAHC, to undertake an initial review of the operations and work of our publications department. When there is more to report, you will, of course, be advised.

Security measures at the UAHC House of Living Judaism are a matter of prime concern. Harris Gilbert and his committee had a number of meetings with the building administrator and executive staff members involved in aspects of this area of concern. A complete review of the recommendations made by an outside security firm, Guardsmark, Inc. have been reviewed to determine just what suggestions are to be implemented and at what cost. The following are in the process of implementation:

<u>PROJECT</u>	<u>COST</u>
Courtyard Fence	\$3,095.
Two Point Locking Device	
at 65th St. Door	375.
at Stairwell B	375.
Protective Covering on	
Telephone Switch Boxes (all floors)	3,000.

Two additional suggestions, for Protective Glass and Lobby Security at 838 Fifth Avenue, have been recommended for approval. Ben Dardig is getting cost estimates before implementation. We hope all of these security measures will be completed as soon as possible.

We had to move quickly in regard to the warehouse for the lease was about to expire. After a basic analysis of the entire operation, it was determined to discontinue our own warehouse. It will be more cost efficient to contract for warehouse services from a public Pick and Pack Warehouse for the major shipments to be made, some of the smaller items will be packed and shipped by the UAHC mail room staff.

Comparative figures which follow have been forecast on a conservative basis:

CURRENT UAHC SELF-WAREHOUSING OPERATION COST PER ANNUM

Rent	\$22,500.
Electricity & Telephone	2,000.
Van Parking	1,500.
Van Expenses *	3,500.
Shipping Materials	5,000.
Meters & Seals	1,000.
Personnel (Salary & Fringes)	30,000.
TOTAL:	\$65,500.

* In the above figures we are not including the cost of replacing the van which would be required for the next few years. It will no longer be needed.

PICK AND PACK WAREHOUSE COSTS PER ANNUM

In & Out:	2400 packages per year at 40¢ per package	\$ 960.
Storage:	Approximately 4000 cartons per month at 20¢ each	9,600.
Shipping:	3000 cartons per year at average cost of \$7. per shipment	21,000.
Shipping:	2400 cartons per year to UAHC at \$1. per carton	2,400.
Storage:	200 transfiles at 50¢ per mo. per cu. ft.	2,400.
Trucking:	Cost of transfiles back to 838	100.
Trucking:	Cost from warehouse to 838 per year	3,900.
Courier Service:	From 838 to warehouse	1,300.
TOTAL:		\$41,660.
ESTIMATED SAVINGS :		\$23,840.

Inasmuch as the Print Shop was located at the UAHC Warehouse, a very thorough analysis had to be made in regard to the future. After careful study, it was determined to close our own printing operation and purchase our printing requirements from a group of two or three outside vendors. This decision was made because it was found that the services could be provided by outside vendors at a lower cost and, in addition, we would be spared the expense of replacing some major articles of equipment in the very near future.

In looking at this particular operation, we had to view the savings from the point of view of the first year's savings as well as continuing savings each year thereafter. The presentation of figures which follows will provide separate columns for costs to run our own print shop, costs to go to outside printers, and an analysis of the first year savings by instituting this change.

CURRENT UAHC PRINT SHOP COSTS

Electricity	\$ 2,500.
Plates	15,000.
Rental	13,500.
Labor	66,188.
Fringe Benefits	18,200.
Supplies	14,000.
Ink/Paper	42,000.
TOTAL:	\$171,388.

OUTSIDE VENDOR COST FOR PRINTING

Small Print Jobs - 711	\$24,150.
Medium Print Jobs - 152	25,438.
Large Print Jobs - 173	44,417.
Special Runs - 46	36,549.
TOTAL:	\$130,554.
SAVINGS:	\$ 40,834.

ANALYSIS OF FIRST YEAR'S SAVINGS:

Income: Sale of Surplus Machinery	\$12,500.
Sale of Paper & Supplies	8,000.
	<u>\$20,500.</u>

Savings: Moving of machinery and construction of new facility & air conditioning were we to move:	\$25,000. (Estimate)
Savings: Printing Operation	40,834.
	<u>\$65,834</u>
INCOME:	<u>20,500.</u>
TOTAL:	<u>\$86,334.</u>

Less Expenses: Severance and Unemployment Insurance

\$30,000.

TOTAL SAVINGS - 1984/85:

\$56,334.

If you have any question on any of the above, please do not hesitate to contact me, I will be pleased to discuss it with you. I hope you will agree that our Committee has moved forward very quickly on critical matters. There is still much to be done and I am confident that together we will find ways and means to provide smoother operations and financial savings for the Union. I will be meeting with the various sub-committees and hope to have a meeting of the full Management Committee in the Fall.

Again, my thanks to the committee members and staff for all their efforts and assistance.

Warm regards and best wishes to you and yours for a sweet, healthy and happy New Year.



MEMORANDUM

From Mel Merians, Chairman
To Members of the Management Committee
Copies Charles J. Rothschild, Jr., Rabbi Alexander M. Schindler
Subject Upcoming Meeting, April 14, 1986, 1:00 PM

Date April 7, 1986
27 Adar II 5746

The next meeting of the Management Committee is now confirmed for Monday, April 14, 1986, at 1:00 PM, at "838". I believe that Merri Markowitz, of Bob Koppel's office, has contacted you, with regard to your availability. If your plans change, please call Bob Koppel.

Mike Pomerantz and his Personnel Subcommittee have done an outstanding job of revising, and in certain instances developing several Executive Personnel Policies. The result of their deliberations is the enclosed package of Proposed Executive Personnel Policies. Included for comparison are the policy statements that the Union is currently following.

Although the review of the Personnel Subcommittee's report will be the primary focus of the meeting, an update on the proposed computerization plan and a report on the review of the Union's accounting system will also be on the agenda.

I look forward to seeing you on the 14th of April.

mm

enclosure

Mel

*Noted
Com. on Accts. Same Time
& Harry Hochbaum 3:00 PM*



Union of American Hebrew Congregations
Personnel Subcommittee
Executive Personnel Policies

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Sabbatical Policy	Page 13
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Proposed Executive Maternity Leave Policy
Personnel Subcommittee
March 19, 1986

General Policy Statement:

In order to protect career opportunities for women, the UAHC extends maternity benefits for these employees.

1. Employees who have been employed for one or more years are eligible for full maternity benefits of one month paid maternity leave. Employees who have been employed for less than one year and more than six (6) months are eligible for reduced benefits of one half month paid leave.

Disability can be applied for in accordance with federal and state laws.
2. Maternity leave shall be limited to three months including one month paid leave as described by #1 above.
3. An employee who becomes pregnant may work as long as she determines that she is able to perform her regular duties.
4. The employee may return to active employment following maternity leave when she determines that she is able, but not later than three (3) months from the start of the leave. The employee will be reinstated to her former position or to a comparable one without loss of seniority and at a salary which the employee would normally earn had she not been on leave.
5. Retirement benefits, health and insurance coverage will continue during maternity leave. While on leave, the employee accumulates annual leave only during the portion of the leave for which she receives pay.
6. Should extenuating circumstances arise pertaining to each of the above items for an individual covered by this policy who has been on staff for more than one year they may be dealt with on an ad hoc basis.
7. The UAHC recognizes the merits of paternity leave and when requested it will be considered under the policies of Leave of Absence.

PROPOSED TENURE POLICY
Personnel Subcommittee
March 19, 1986

I. Definition:

Tenure shall be defined as the right of an individual to hold a position with the UAHC, or one of its affiliates, and not to be removed therefrom except for cause as provided in paragraph VI below.

II. Staff Eligible for Tenure:

A. At the time of employment, executive staff members, may or may not be placed on the UAHC tenure track.

B. At any subsequent time following the employment date an individual may, at the direction of the President of the UAHC, with the assent of the national board or executive committee of the applicable affiliate, be placed on the tenure track with full credit for past service.

C. Any exceptions or additions to the foregoing may be made upon recommendation of the President of the UAHC with the assent of the UAHC Board of Trustees or Executive Committee, and subject to the approval of the National Board or Executive Committee of the applicable affiliate.

III. Length of Service:

A. The initial phase of the tenure track shall consist of eight years of consecutive service.

B. Following this eight consecutive year period of employment at the UAHC or affiliate, the UAHC president, and where applicable, the appropriate affiliate chairperson, along with the staff member being considered for tenure, will mutually evaluate their relationship. An affirmative result will confirm the staff member's candidacy for tenure.

C. Upon completion of two more years of service, totaling 10 years, the staff member who is on the tenure track will be considered for tenure after a further evaluation of his past service and suitability for tenured appointment.

PROPOSED TENURE POLICY
Personnel Subcommittee
March 19, 1986

IV. Notification of Tenure:

Determination of tenure and notification shall be made within 60 days after completion of the tenth year by the President of the UAHC, and when applicable, by the appropriate affiliate's chairperson. If tenure is denied it may be reviewed at any future time.

V. Change in Status under Tenure:

Recognizing the dynamic needs of the UAHC and its affiliates, changes in the status of tenured staff members may be required. In order to maintain the quality of its services, the UAHC, upon consultation with its affiliates, where necessary, may promote, transfer, or reassign any tenured individual to any other appropriate position on the Union's staff or on the staff of one of its affiliates. No such change in position shall result in a reduction in salary.

VI. Termination or Suspension for Cause:

A. The employment of persons having tenure may be terminated or suspended for one or more of the following reasons:

1. Actions that compromise the ethical and moral standards of the UAHC.
2. Physical or mental incapacity.
3. Neglect of duty.
4. Gross incompetence.

PROPOSED TENURE POLICY
Personnel Subcommittee
March 19, 1986

B. The decision concerning the removal of a person so charged shall be made by a Board of Review. This Board of Review shall be composed of three members:

1. One selected by the employee involved.
2. One selected by the UAHC President and Chairman of the Board, and when applicable, the President of the respective national affiliate.
3. One selected jointly by those members specified in sections "1" and "2" above from a panel submitted by the American Arbitration Association who then shall become the chairman of the Board of Review.

C. Proceedings for Section VI-A shall be initiated by written notice to the person involved, setting forth all of the charges or allegations pending against him or her. A person so charged shall be entitled to a hearing as set forth in section VI-B. The Board of Review shall conduct a hearing not later than 45 days after written notice has been served unless a postponement is granted by the Board of Review. A report and recommendation shall be transmitted not later than 15 days after the completion of the hearing to the President of the UAHC and to the President of the respective national affiliate, when applicable, for appropriate action. Such action shall be taken within 15 days after the receipt of the Review Board's report, unless waived by mutual consent.

VII. Status of Current Staff:

Those staff members employed prior to 01/01/86 who are eligible for tenure under the previous policy shall receive a letter confirming their eligibility.

PROPOSED SABBATICAL POLICY
Personnel Subcommittee
March 19, 1986

Purpose: To provide full-time professional staff members, whose job description includes sabbatical, and who have primary responsibility for the Union's program development, with periodic leaves of absence to study and/or engage in research in those fields of knowledge for which the Union holds them responsible or for other approved purposes.

Definition:

Sabbaticals may be taken either as a full sabbatical or as a one half sabbatical. A full sabbatical shall be defined as 6 months and shall consist of 5 months of paid sabbatical leave plus a contiguous period of one month of paid annual vacation. A one half sabbatical shall be three and one half months and shall consist of two and one half months paid sabbatical leave plus a contiguous period of one month of paid annual vacation.

Compensation instead of sabbatical leave will not be granted. Such compensation does not fulfill the purpose for which sabbatical leave is intended.

Variation in the continuity of the time schedule of the sabbatical may be dealt with on an ad hoc basis.

Conditions of Eligibility:

1. Sabbaticals will only be granted when they clearly fulfill the purpose for which the sabbatical leave program has been authorized.
 - a. The applicant's work for at least ten years has been directly concerned with program creation at the planning level or with top level review and approval of programs.
 - b. The applicant has submitted a program of study, teaching, research or other activity which will add substantially to his or her competence in that (those) field(s) of knowledge for which the Union holds him or her responsible.

PROPOSED SABBATICAL POLICY
Personnel Subcommittee
March 19, 1986

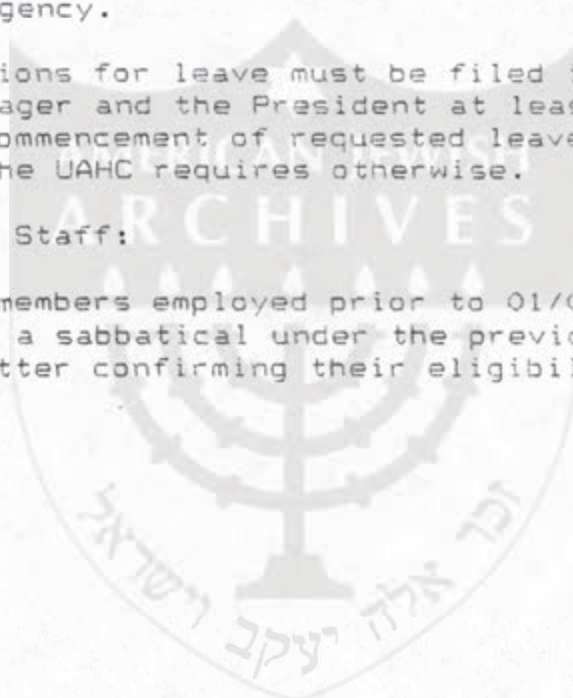
- c. There is reasonable assurance that the applicant intends to continue in his or her employment with the Union upon returning from the sabbatical.
2. Following consultation with the Department Head, sabbaticals can be granted only at the option of the President of the UAHC and with the concurrent approval of the President or Chair of any affiliated agency when applicable.
 3. Eligibility for sabbaticals begins after 10 years of continuous employment in a position as described above in 1-A.
 4. Sabbaticals subsequent to the first one, if that has been taken in full, must not be less than 10 years apart.
 5. If a one-half sabbatical is chosen, the following conditions shall be adhered to:
 - a. The second half shall be taken within 3 years of the completion of the initial sabbatical period.
 - b. At least ten years shall elapse from the completion of the first portion of a one-half sabbatical prior to the commencement of a subsequent sabbatical.
 6. Sabbaticals shall be scheduled so far as possible on the basis of seniority unless a clear benefit to the UAHC requires otherwise.
 7. No more than one division head may be on leave at the same time without approval of the President.
 8. No more than one member of any department may be on leave at the same time without special advance approval.
 9. No more than one Regional Director may be on sabbatical at the same time.

PROPOSED SABBATICAL POLICY
Personnel Subcommittee
March 19, 1986

10. No person may take sabbatical unless adequate provision for covering his or her job during the absence has been made and approved by the President and/or concurrent head of an affiliated agency.
11. All applications for leave must be filed in writing with the Business Manager and the President at least nine months before the commencement of requested leave, unless a clear benefit to the UAHC requires otherwise.

Status of Current Staff:

Those staff members employed prior to 01/01/86 who are eligible for a sabbatical under the previous policy shall receive a letter confirming their eligibility.



PROPOSED EXECUTIVE SEVERANCE POLICY
March 19, 1986

- I. Severance pay shall be granted to executive staff who are terminated by the UAHC or one of its affiliates according to the following guidelines:
 1. Staff members who have been employed for at least five years will be given at least 8 weeks notice of impending dismissal; staff members employed for more than one year, but less than five years will be given at least four weeks notice; and staff employed for less than one year will be given at least two weeks notice of impending dismissal.
 2. Severance pay will be calculated on the basis of two weeks' pay for each year of service or fraction thereof, up to a maximum of 26 weeks of severance pay.
 3. Notice and severance pay may be concurrent.
 4. Payment of severance pay will be made in equal installments according to the employee's regular pay schedule.
 5. Staff members terminated for reasons of gross incompetence, neglect of duty, or actions that compromise the ethical and moral standards of the UAHC or its affiliates may not be eligible to receive severance pay or notice as detailed above.
 6. Retirement benefits, health and insurance coverage will continue during the severance pay period. Vacation and sick leave accrual terminate at the conclusion of the notice period.
 7. Should extenuating circumstances arise pertaining to each of the above items, for an individual covered by this policy, they may be dealt with on an ad hoc basis.

PROPOSED LEAVE OF ABSENCE POLICY
FOR EXECUTIVE STAFF
MARCH 19, 1986

General Statement of Principle:

Under extraordinary circumstances, personal leave without pay may be granted to full time employees who have completed one year or more of continuous service with the UAHC or its affiliates.

Policy Provisions:

1. Leave of Absence without pay may be granted as assistance to an employee in extraordinary circumstances for a specified period of time. The employee shall submit a written request, which shall include the specific reason for the leave, to the department director. Leave shall be granted upon the recommendation of the department director and the business manager, and with the approval of the President, at which time the Personnel Department shall be notified.
2. Retirement benefits, health and insurance coverage will continue during the leave of Absence for a period not to exceed three (3) months.
3. Should extenuating circumstances arise pertaining to each of the above items, for an individual covered by this policy, they may be dealt with on an ad hoc basis.

MEMORANDUM

Page 10

From: Rabbi Alexander M. Schindler

Date January 30, 1984

To: Natalie Harvis

Copies: Rabbi Allen Kaplan; Norman Schwartz; Philip Kaplan; Joshua M. Dwork; Joan Greenberg

Subject: MATERNITY LEAVE

Natalie, I am sorry for the delay in responding to your request for Maternity Leave. As you know, we did not have a set policy on this for UAHC Executive Staff and our Executive Personnel Committee had to meet to discuss the matter and set a policy for the UAHC.

The following policy has been set:

- 1/ Maternity Leave of one month with pay.
- 2/ Up to two additional months can be taken either on earned annual leave (unused vacation) or Leave without pay.
- 3/ All leave must be taken during the period one month prior to the expected delivery date and two months after delivery.
- 4/ This policy is independent of sick leave which should follow the established pattern of sick leave set by the UAHC.

This is now the UAHC policy. As you can appreciate, your request for a seven month maternity leave presents us with a problem. As much as I would wish to request a change in your case, I simply cannot. The work of the UAHC Fund for Reform Judaism must move forward and there is no possibility of our keeping your position open for such an extended period of time. If by chance we cannot fill the position and circumstances are such that the post is available when you are ready to return it may be possible that will be the case. But there is no way that this can be guaranteed.

Natalie, I hope you understand our predicament. You are a valued member of the Union staff and you serve the FRJ with devotion and dedication. But our prime concern is to have the UAHC Fund for Reform Judaism move forward as well and as quickly as possible so that it can develop to the potential which we know it has.

I - Meaning of Tenure

Tenure shall mean the right of an individual to hold his (her) position not to be removed therefrom except for cause in the manner hereinafter provided.

II - Staff Positions Eligible for Tenure

- A - Senior Administrative and Program Department Heads
- B - Full-time Regional Directors
- C - Executive Director of NRTS and NRTS (subject to the approval of their respective National boards)
- D - Any exceptions or additions to the foregoing may be made upon recommendation of the President of the UAHC with the assent of the UAHC Board of Trustees or Executive Committee, and subject to the approval of the National Board or Executive Committee of the affiliate which may be concerned.

III - Length of Service

- A - The first five years of service shall be regarded as probationary, during which period the staff member will be on a year-to-year basis.
- B - Following these five years, the UAHC President and staff member will mutually evaluate their relationship and if agreeable to both will enter into a three-year agreement binding upon both but without a written contract.
- C - Upon completion of the eighth year, the staff member will be considered for tenure after a further evaluation of his past service and suitability for permanent appointment.

IV - Notification of Tenure

Determination of tenure and notification, if acquired, shall be made within 30 days after completion of the eighth year by the President of the UAHC.

V - Change in Status under Tenure

A person upon whom tenure is conferred and who may be transferred, promoted whose title may be changed, shall have tenure in his new position. Recognizing the need for change in status, when required, to maintain high quality performance, nothing herein shall be construed to prevent the UAHC from assigning any person having tenure, after consultation with such an individual, when applicable with the respective National Board or Executive Committee of the affiliate, to any other appropriate position on the UAHC staff. However, no such assignment shall carry with it a reduction in salary.

TENURE PLANVI - Termination or Suspension for Cause

A - The employment of persons having tenure may be terminated or suspended for one or more of the following reasons:

- 1 - Moral turpitude
- 2 - Physical or mental incapacity
- 3 - Neglect of duty
- 4 - Gross incompetence

B - The decision concerning the removal of a person so charged shall be made by a Board of Review. This Board of Review shall be composed of three members.

- 1 - One selected by the employee involved.
- 2 - One selected by the UAHNC President and Chairman of the Board, and when applicable, the President of the respective national affiliate.
- 3 - One selected jointly by those in #1 and #2 above from a panel submitted by the American Arbitration Association who then shall become the chairman of the Board of Review.

C - Proceedings for Section VI-A shall be initiated by written notice to the person involved setting forth all of the charges or allegations pending against him. A person so charged shall be entitled to a hearing as set forth in Section VI-B above. The Board of Review shall conduct a hearing not later than 45 days after written notice has been served unless a later hearing is granted by the Board of Review. A report and recommendation shall be transmitted not later than 15 days after the completion of the hearing to the President of the UAHNC and to the President of the respective national affiliate, when applicable, for appropriate action. Such action shall be taken within 15 days after the receipt of said report, unless by mutual written waiver of this period.

Issued to: Professional Staff
Copies to: Manual of Operations

Standard Procedure M-101
Page 1 of 2
January 29, 1960

SABBATICALS: RULES AND REGULATIONS

Purpose: To provide certain full-time professional staff members with primary responsibility for the Union's program development with periodic leaves of absence to study and/or research in those fields of knowledge for which the Union holds them responsible or for other approved purposes.

Conditions of Eligibility:

1. Sabbaticals will only be granted when they clearly fulfill the purpose for which the sabbatical leave program has been authorized:
 - A. The applicant's work for at least ten years has been directly concerned with program creation at the planning level or with top level review and approval of programs.
 - B. The applicant has submitted a program of study, teaching, research or other activity which will add substantially to his competence in that (those) field(s) of knowledge for which the Union holds him or her responsible.
 - C. There is reasonable assurance that the applicant intends to continue in his or her employment with the Union upon returning from the sabbatical.
2. Sabbaticals can be granted only at the option of the President of the UAHC and with the concurrent approval of the President or Chair of any affiliated agency.
3. Eligibility for sabbaticals begins after 10 years of continuous employment in a position as described above in 1-A.
4. Sabbaticals subsequent to the first one if that has been taken in full must not be less than 10 years apart.
5. Sabbatical leave time for those eligible accrues at the rate of two weeks per year of work; it may be used only for sabbatical leave.
6. Approved sabbaticals shall be scheduled so far as possible on the basis of seniority.
7. No more than one member of the President's office or more than one division head may be on leave at the same time without special advance approval of the President.

SABBATICALS: RULES AND REGULATIONS (continued)

8. No more than one member of any Division may be on leave at the same time without special advance approval.
9. No more than one Regional Director may be on leave at the same time.
10. No person may take leave unless adequate provision for covering his or her job during the absence has been made and approved by the President and/or concurrent head of an affiliated agency.
11. All applications for leave must be filed in writing with the Business Manager and the President at least nine months before the commencement of requested leave.



SEVERANCE POLICY

- A- Where severance occurs as a result of reorganization or retrenchment, severance pay shall be two weeks for each year of employment. Severance shall be linked with notice. Notice may be given in lieu of pay and any severance pay arrangement will be in addition to, not concurrent with notice. Under no circumstances shall the combination of notice and/or severance ever exceed a maximum of one year.
- B- Appeal from any decision may be taken to the UAHC Executive Committee.



MANAGEMENT COMMITTEE
Minutes of Meeting
January 8, 1985

Present: Chairman, Melvin Merians; Robert Aerenon; Bertram Frankenger; Harris Gilbert; Howard Goldin; David Golomb; Constance Kreshtool; Marvin Novick; Leo Rosenbaum; Norman Schwartz; Staff: Av Bondarin; Ben Dardig; Jane Evans; Edith Miller; Eleanor Schwartz.

Harris Gilbert, chairman of the sub-committee on Security, reported on security recommendations for 838 Fifth Avenue. The windows on 65th Street and those on Fifth Avenue will be fitted with double-sash, bullet-proof lexan glass, at a cost of \$3,700. Three design plans submitted for lobby security were reviewed and approval was voted for plan 1-B at a cost not to exceed \$25,000. The sub-committee was authorized to proceed with minor changes in the plan: a) to determine the possibility of creating a see-through window from the vestibule to the guard station, if the existing wall can handle such an adjustment. b) the placement of an additional wall at the guard/reception station so that it is fully enclosed. c) the rearrangement of a projected new wall at the right of the lobby to provide more space in the entry before one gets to the elevators and book-shop door.

An additional request was made to provide up to \$5,000. to replace the inner vestibule wood doors, either in whole or in part, if necessary for security. This will bring the total expenditure for lobby security to \$30,000.

There was discussion of T.V. monitors and/or glass doors for the inner vestibule. It was suggested there be a trip alert installed so the guard would be alerted as soon as the front door opens or the installation of a push-button to open and close the inner doors if they are changed. A sub-committee will study this to determine the best way to handle a change --- removal, alteration, lock, etc. However, if at all possible the people present urged that the beautiful wood doors be retained. Of course, the security of the building and employees is a first priority and if this cannot be attained without changing the inner doors they will have to be replaced. The committee agreed that \$30,000. is a suitable sum to provide for security measures and lobby renovations.

It may be necessary to change the fence on 65th Street which protects the courtyard. Staircase B - the rear staircase - is a fire exit for the building with egress to the courtyard. The chapel stained-glass windows face on to this courtyard. Therefore, protection is provided by the fence. As a landmark building,

we require approval for any changes contemplated for the fence. The basic gate has already been approved.

There was discussion about various kinds of fencing in terms of measurements and color. It was suggested that the stained glass windows be covered with lexan glass for protection. It was agreed that the fence gate would be changed but meshwork around it or the gate would not be necessary if a panic bar to protect the latch is provided. The possibility of decreasing the space between the fence bars was raised but this, too, will not be necessary with a proper panic bar in place at the gate-latch. However, it was suggested that a heat sensor and a camera unit be placed in the courtyard.

A quick straw vote on the suggestion that we consider a spiked fence, 12 feet high, indicated the majority felt such an installation was not required and should be considered only if absolutely necessary for security. With agreement to protect the chapel windows with lexan there will be security without any drastic change in the fence. A vote was taken and approval given to adding a camera unit and heat sensor to the courtyard, covering the chapel windows with lexan, securing of the gate latch with a panic bar. Approximately \$4,000. will be needed for these security measures for the courtyard and this figure was approved.

A building fire alarm/smoke alarm system was discussed. Because of certain situations within the City of New York and pertinent agencies, many difficulties are involved but arrangements must be made to provide security for our people and bids will be obtained for a proper system for the building. It was agreed to provide a sum up to \$17,000. for a system which can be booked into a central alarm.

There was a question as to remaining funds available from the \$75,000. which had been allocated for security measures. Adding the \$17,000. suggested as the sum needed for a fire alarm system, the total already spent or about to be spent is \$61,000. Thus, a balance of \$14,000. remains for use for security measures.

The Religious Action Center in Washington must also be secured. A study was done by Guardsmark, Inc. and David Saperstein, Harris Gilbert and Chuck Rothschild will meet to discuss these suggestions. A full report will be brought back to the Management Committee.

Mel Merians noted it is impossible to report on cost effectiveness of the change from our own printshop to utilizing outside firms. Because of Josh Dwork's absence and the overload on accounting department staff, we cannot obtain the proper figures at this time. As soon as possible a full report will be provided. As to the warehouse move, there are some complaints about service but the majority of the department directors feel orders are being filled fairly well. Complaints have come from NFTB and NFTS and these will be looked into at the earliest possible time.

Edie Miller spoke of the need for additional copy facilities in the building. Major, large jobs are done at the large xerox machine in the basement. One or two departments have their own copiers. In the hallway of the 5th floor a xerox machine is available to all departments and each has a key so billing is based on actual usage. However, a great deal of staff time is spent going to and from the 5th floor, waiting for elevators, waiting to use the machine, and there is also time spent socializing in the area near the machine. There is no way to monitor use of the machine - which is for a limited number of copies - and some offices take advantage and overuse the xerox with jobs which should be sent to the basement. Edie Miller and Connie Kreshtool will study the matter and seek to determine how best to resolve this problem.

A sub-committee on personnel has been named and will undertake a study of policies now in existence for non-labor union staff for maternity leave, tenure, sabbatical. A business manager has been engaged and he will assume his duties as of February 27, 1985. He will be responsible for all non-programmatic areas of concern and will work in close association with the sub-committee on personnel on matters having to do with personnel practices.

Jane Evans reported on Labor Union negotiations which have been concluded. Once the contract is signed and in print it will be shared with members of the Board Management Committee.

Please reserve Tuesday, April 23, 1985 from 1:30 p.m. for the next meeting of this committee. As the date nears, a notice will go forward with more details as to meeting room, agenda, possible adjournment time so you may plan your schedules accordingly. But please save that afternoon.

P.S. Robert Koppel, business manager, will be at the April 23rd meeting. Myron Pomerantz, a new member of this committee will chair the sub-committee on personnel. He was involved in the labor negotiations as chair of the Board Labor Relations Committee. A copy of the completed Labor Union contract for 1985-1986 is enclosed.