

The Executive Council

LONG-RANGE PLANNING RESOLUTION

The General Convention of 1979 adopted a resolution directing the Presiding Bishop and the President of the House of Deputies to appoint a committee or commission, which might be the Executive Council, to report on matters having to do with "long-range policy" for the Church. Subsequently, the Executive Council was appointed by the two presiding officers to fulfill this task and report to the General Convention of 1982.

The Executive Council was chosen for this task because it is already charged canonically, among other tasks, with the responsibility of "the unification, development, and prosecution of the missionary, educational, and social work of the Church."

The Executive Council has within its structure various planning committees and commissions (for example, its Hispanic Commission, its Committee on World Mission, etc.) charged with specific planning in assigned areas of the Church's work at the national level. The General Convention, likewise, has committees, commissions, boards and agencies which it has charged with specific planning in certain assigned areas of the Church's work at the national level (for example, the Board for Theological Education, the Standing Commission on World Mission, etc.). Coordination of all these groups is no easy matter.

At the other levels of the Church's organization, there are planning groups: provinces and regional groups (for example, Coalition 14, APSO, etc.), dioceses and congregations in each local community. All of these need both support and helpful coordination from the national level, but not a national body which hands down long-range plans to be adopted. All of these groups, including the national level, have ecumenical responsibilities in their planning which may differ from place to place.

The two presiding officers of the General Convention and the Executive Council, after much study came to the conclusion, as the Convention resolution so wisely stated, that first a "long-range *policy*" is needed to bring all the diverse groups to a point of coordination and cooperation in their already existing areas of responsibility. Included in this concern and opportunity at all levels would be the ecumenical dimension with its increasing importance.

At the November, 1981, meeting of the Executive Council, a policy statement was adopted, titled "A Framework for Planning by and for the Episcopal Church."

With this brief background the following resolution is presented by the Executive Council of the General Convention as the first and most basic policy which the Church must adopt for any future long-range plans by the many groups now in existence or to be created in the future. From this basic policy could then spring a new day for long-range plans throughout the Episcopal Church.

Resolution #A—151.

Resolved, the House of _____ concurring, That this 67th General Convention adopt as the basic policy for long-range planning throughout the Episcopal Church the following:

***A FRAMEWORK FOR PLANNING
BY AND FOR THE EPISCOPAL CHURCH***

The mission of the Church is to restore all people to unity with God and each other

in Christ. The Church pursues its mission as it prays and worships, proclaims the Gospel, and promotes justice, peace, and love. The Church carries out its mission through the ministry of all its members. (Catechism)

The mission and work of the Church are done wherever two or three are gathered together (a congregation) through: service, evangelism, education, pastoral care and worship.

Planning is done cooperatively, in a local community, by a congregation with other congregations and ecumenical groups in the community.

Planning is done cooperatively, by a diocese, with its congregations and with ecumenical units through the bishop and council as coordinating agencies with the diocesan Convention.

Planning is done cooperatively, by province or region, with its dioceses and with ecumenical bodies through the President and Board with the synod or other coalition body.

Planning is done cooperatively, in the national Church, by the Executive Council, with the Presiding Bishop (Church Center staff) and General Convention interim bodies, and through our official representatives to the Anglican Partners-in-Mission Consultation, the Anglican Consultative Council, the World Council of Churches and other international ecumenical groups of which we are members—in anticipation that independent organizations of the Church will do the same.

REPORT OF THE AFFIRMATIVE ACTION COMMITTEE

The Executive Council Ad Hoc Committee on Affirmative Action presents its report to the General Convention in response to Resolutions D-83 and B-93A of the 66th General Convention.

I. Membership.

Harry C. Griffith, *Chairman*, the Rt. Rev. Christoph Keller, the Rev. Frs. Junius Carter and Joseph Green; Mesdames Helen Eisenhart and Mary Flagg; Drs. Paul Neuhauser and Arthur Raymond; and Messrs. William Baker and Matthew Chew. Staff members working with the Committee were: Mrs. Alice Emery, the Rt. Rev. Elliott Sorge, the Rev. Earl Neil and Mrs. Barbara Quinn.

II. Summary of the Committee's Work.

The Committee was appointed by the Presiding Bishop to respond to General Convention resolutions (see Appendix) calling upon the Executive Council to design and implement an Affirmative Action program for nondiscriminatory employment within the Episcopal Church and to initiate programs of public education on Affirmative Action at all levels of the Church.

Pursuant to the above authority, the Committee accomplished the following:

1. An Equal Employment policy and Affirmative Action program for the Episcopal Church Center was adopted and is in effect (See Appendix).
2. In order that commissions and committees of Executive Council, committees appointed by the Presiding Bishop, and Church-related institutions using the services of the Personnel Office at the Episcopal Church Center also be bound by the above policy program, it was amended on February 18, 1982 (See Appendix) to add sections VI and VII.

3. An Affirmative Action statement for the Episcopal Church was adopted (See Appendix).
4. An initial way of proceeding toward implementation of an Affirmative Action program for the Church at large was also adopted, as follows:
 - a. **Action.** A letter should be prepared to go to each diocese and institution of the Episcopal Church which encourages each diocese and institution to adopt its own Affirmative Action plan. Enclosed should be the Equal Employment policy and Affirmative Action program for the Episcopal Church Center and the Affirmative Action statement for the Episcopal Church.
 - b. **Education.** Prepare a Diocesan Press Service release, articles for Episcopal papers and magazines, and "success stories"; and attend meetings (such as the upcoming conference on racial issues), to raise the consciousness of the Church at large.
 - c. **Follow-up.** Regularly (semi-annually?) review progress, re-evaluate position, and develop new ideas and strategies to encourage effective affirmative action throughout the Church.
 - d. **Oversight.** Appoint a committee of Executive Council and others (similar to SRI) to monitor progress and to do ongoing education and follow-up.
5. A resolution was proposed asking General Convention to adopt an Affirmative Action plan for its committees, employees, and purchases similar to what Executive Council has done.

III. Special Resolutions.

As noted in paragraph II,5 above, the following resolution is presented to General Convention by the Executive Council:

Resolution #A—152.

Resolved, the House of _____ concurring, That the 67th General Convention adopt the Affirmative Action plan as adopted by the Executive Council for its employees, committees and purchases, said plan to cover the employees, the interim bodies thereof being the committees, commissions, boards and agencies of the General Convention, and the purchasing of goods and services by General Convention.

COMMENT: It is the hope of the Executive Council that the General Convention will adopt its own policy or one similar to it.

IV. Conclusions.

The Executive Council's Ad Hoc Committee on Affirmative Action has worked hard to develop plans and programs that can be effective in remedying past wrongs in a reasonable and effective way. We have tried to be responsive to the General Convention's conviction that Affirmative Action is needed throughout the Episcopal Church. We now look to General Convention to take the next step in making Affirmative Action a reality.

V. Appendices.

- A. General Convention Resolutions D-83 and B-93A.
- B. Equal Employment Policy and Affirmative Action Program for the Domestic and

Foreign Missionary Society of the Protestant Episcopal Church in the United States of America, adopted by the Executive Council at its November 18-20, 1981 meeting. Sections VI and VII added to the above, adopted at the February 17-19, 1982 meeting of The Executive Council.

C. The Affirmative Action Statement for the Episcopal Church adopted at the November 18-20, 1981 meeting of the Executive Council.

APPENDIX A

General Convention Resolution D-83

Whereas, according to the Bureau of Labor Statistics, minorities are more than twice as likely to be in lower paid service industries as the White majority; five times as likely to be private household workers; twice as likely to be farm laborers; while Whites are twice as likely to be higher paid skilled craft workers and three-and-a-half times more likely to be managers and administrators; and

Whereas, according to the United States Commerce Department, Black family median income is 57% of White family income; and White high school dropouts have a 22.3% unemployment rate as against a 27.2% unemployment rate for Black youth with a college education; and

Whereas, according to Statistical Abstracts of the United States, Blacks are under-represented in the less hazardous and are over-represented in the more hazardous occupations, e.g., in the steel industry of those working at the coke ovens, where lung and respiratory cancers are the highest, 90% are Black; and

Whereas, according to the United States Commission on Civil Rights, "... overt racism and institutional subordination provide definite benefits to a significant number of Whites. . .", e.g., "... exploitation of members of the subordinated groups through lower wages, higher prices, higher rents, less desirable credit terms, or poorer working or living conditions than those received by Whites. . ."; and

Whereas, according to the United States Commission on Civil Rights, many federal agencies have ignored or subverted Affirmative Action requirements, thereby impeding minorities from moving into higher paid professional, managerial and skilled trade jobs; and

Whereas, the 64th General Convention passed a resolution supporting "project equality," which endorses the idea of Affirmative Action; and

Whereas, resolutions opposing racial discrimination within the Church and in society have been passed by several General Conventions (e.g., 57th, 60th, 61st, 62nd, 64th); therefore be it

Resolved, the House of Bishops concurring, That the 66th General Convention supports the principle of Affirmative Action; especially, special admissions programs for minorities in universities and professional schools and programs to upgrade unskilled workers to the skilled level; and be it further

Resolved, That this 66th General Convention instruct the Executive Council, within the 1980-82 triennium, to initiate programs of public education on affirmative action at all levels of the Church; and be it further

Resolved, That this 66th General Convention instruct the Executive Council to communicate our support of Affirmative Action to the major religious bodies of the United States and urge them to endorse, support, and implement Affirmative Action.

General Convention Resolution B-93A

Whereas, Federal law makes it unlawful for an employer to discriminate as to hiring, firing, compensation, terms, conditions or privileges of employment on the basis of race, color, religion, sex, age, national origin or handicap; and

Whereas, the Episcopal Church, although not legally bound by the relevant Federal laws, does have a compelling moral imperative to demonstrate nondiscriminatory employment practices as a Christian example; therefore be it

Resolved, the House of Bishops concurring, That the 66th General Convention of the Episcopal Church direct the Executive Council to design and implement an affirmative action program for nondiscriminatory employment within the Episcopal Church affecting both clerical and lay persons, such design to be completed and implementation begun by January 1, 1981; and that the Executive Council be directed to present this design and report on its achievements at the General Convention, 1982.

APPENDIX B

**Equal Employment Policy
and
Affirmative Action Program
for the
Domestic and Foreign Missionary Society
of the
Protestant Episcopal Church
in the
United States of America**

I. INTRODUCTION

A. It is the policy of the Episcopal Church to provide equal employment opportunity to all persons without regard to race, color, sex, age, non-limiting physical or mental handicap, or national origin. This policy of equal opportunity shall also be applied without regard to the religious beliefs of a person except where the position could affect or relate to the religious principles or doctrines of the Episcopal Church. In furtherance of that policy every effort and all practical steps will be taken to promote its full realization through a positive, continuing program of affirmative action in recruitment and hiring, training, transfers, terminations and retirement policies.

B. To carry out this policy and program:

- 1) The church will not discriminate against any employee or applicant for employment because of race, color, age, sex, non-limiting physical or mental handicap or national origin or religious beliefs. However, program positions that affect the principles, practices or doctrines of the Episcopal Church require active membership in the Church.
- 2) Such non-discrimination means equal treatment with respect to recruitment (including advertising), and during employment (including upgrading, lay-offs, or terminations, rates of pay or other forms of compensation, and selection for training opportunities).

C. Implementation of this policy and program requires:

- 1) Competent, objective ongoing analyses of the official employment policy as it relates to Affirmative Action for both support and professional staff.

- 2) The setting of specific goals to meet the general goal of a staff that is representative of the constituencies from which it is drawn.
- 3) Procedures for attaining these goals and objectives (including a purchasing policy).
- 4) Effective communication (internally and externally) of the policy and programs.
- 5) Regular evaluation and monitoring of the Affirmative Action Program.

D. Definition.

As used in this document, "protected classes" refers to persons believed to be victims of discrimination, such as American Indians, Alaska Natives, Asians, Blacks, Hispanics, women, aged, handicapped, Vietnam veterans.

II. ESTABLISHMENT OF GOALS

A. General Goal

The general goal shall be to make the employees of the Executive Council as representative as possible of the constituencies from which they are drawn. Thus the non-exempt (support) staff should, in general, reflect the sexual and racial make-up of the qualified general work force of the geographic area in which the Church headquarters is located. Exempt (professional) staff should, in addition to fulfilling the requirements of the position, reflect the racial and sexual make-up of the Church as a whole or of the specific group being represented.

B. Specific Goals

1) **Work Force Analysis.** The Personnel Officer shall annually prepare a work force analysis of all personnel employed by the Executive Council. This analysis shall identify the number of persons employed in each job group or other category and identify the number in each protected class. The analysis shall identify those job groups or other job categories in which a protected class may be underrepresented and for which there are qualified members of a protected class available for employment.

2) **Establishment of Specific Goals.** Upon completion of the work force analysis, specific goals shall be established for the ensuing year in order that special efforts may be undertaken to improve representation for those job groups and categories in which there are qualified members of a protected group available for employment. The Personnel Officer shall establish such goals for the non-exempt staff; each member of the Administrative Group shall establish such goals for his or her unit; and the Presiding Bishop shall establish such goals for all other appointments.

The determination of the specific goals should be based upon attrition or other anticipated changes in personnel to determine the number of projected openings. If no changes in personnel are anticipated in some job groups or other categories, no specific goals need be established. However, a notation of protected class availability for the job group or other category shall be made and specific affirmative action efforts shall be taken if an unanticipated opening occurs.

3) **Review and Approval of Goals.**

(i) The Administrative Group shall review annually the goals established by the Personnel Officer and by each member of the Administrative Group.

(ii) The Affirmative Action Monitoring Committee, a committee of Executive Council, shall review annually the specific goals established under paragraph II B(2) above and, if they find them satisfactory, shall approve them. The Committee shall report its actions to the Executive Council.

III. AFFIRMATIVE ACTION PROCEDURES

A. Communication of Policy: Internal

- 1) A written policy statement shall be posted on all employee bulletin boards.
- 2) A copy of the policy statement shall be provided to all present employees and to all new employees, and interpretation of the policy in terms of its intent will be discussed in orientation programs and management meetings.
- 3) A copy of the Affirmative Action Program shall be provided to all supervisory personnel.
- 4) When employees are featured in any publications, efforts will be made to include minority and non-minority, male and female employees.

B. Communication of Policy: External

- 1) A copy of the written policy statement shall be provided to all recruitment sources with the stipulation that such sources will actively recruit and refer in a manner consistent with the policy. Any new recruitment source shall receive a letter emphasizing the recruitment policy and providing a copy of the policy statement.
- 2) All advertisements shall carry the phrase: "An Affirmative Action Employer."
- 3) The Purchasing Department shall advise appropriate suppliers and vendors that EEO* validation is a purchasing requirement. A copy of the policy statement may be enclosed or the section relative to purchasing may be added to purchase orders.

C. Recruitment

The primary responsibility for recruitment of non-exempt staff rests with the Personnel Officer. The primary responsibility for recruitment of exempt staff rests with the executive for each administrative unit or with the Presiding Bishop. However, all personnel should be alert to the identification of additional qualified recruitment sources.

- 1) The Personnel Officer shall assist in identifying recruitment sources.
- 2) The ethnic desks and all formal and informal minority and women's caucuses within the Church shall be included as recruitment sources.
- 3) Job openings shall be posted on the bulletin boards according to procedures developed by the Personnel Officer.
- 4) A review of present staff who may be qualified for promotion will be carried out by the Personnel Officer.
- 5) Before vacancies are circulated and posted, and before applications are reviewed or interviews are conducted, the job description and the minimum requirements for employment shall be reviewed by the Personnel Officer and/or the Administrative Group to verify that the job is accurately described and that the minimum requirements are relevant and necessary for performance of the job.
- 6) Each job specification shall include:
 - a. those qualities or credentials that are necessary for effective performance, and
 - b. those desirable qualities or experiences which some applicants may have from previous education or experience but which may also be effectively developed by other applicants through work experience on the job without loss of efficiency or unfair burden on other employees.

D. Selection

- 1) Persons being considered for a position should be interviewed and their experience evaluated on the basis of whether they have the minimum qualifications required, and

*See Section V. A.

demonstrate the ability to acquire additional requisite skills, knowledge, credentials, etc., on the job without loss of efficiency or unfair burden on other employees.

2) If a goal has been set for a specific job group or other category, and a position is to be filled in that group or category, a summary report shall be provided to the Affirmative Action Monitoring Committee, prior to the filling of the position. This report will include the number of applicants by membership in a protected class, and the names of all persons interviewed with membership in the protected class indicated, and also cite the reasons for the proposed hire.

E. Complaint Procedure

Any employee having a complaint concerning discriminatory treatment is encouraged to utilize the normal channels as stated in the Personnel Manual to identify the nature of the problem and to attempt to resolve the problem. If the use of these channels does not resolve the problem, the employee may place the matter before the Affirmative Action Monitoring Committee, whose names and addresses will be posted on the bulletin board. This Committee may make such investigation of the complaint, attempt to conciliate and make sure confidential recommendations with respect thereto, as it deems appropriate. It shall report the fact of the complaint, its confidential recommendations and such other information as it deems appropriate to the Presiding Bishop and/or the Executive Council.

F. Separation

The reasons for all separations shall be on file in the Personnel Office and readily available to the Affirmative Action Monitoring Committee.

G. Training

The Personnel Officer may develop such programs for additional training as he/she deems appropriate and economically justifiable for non-exempt staff, and, in conjunction with appropriate persons, for exempt staff, the purpose of which shall be to increase the job skills of the participant, either to enhance performance in the person's current position or to qualify the person for possible promotion to anticipated job vacancies with greater responsibility. The Personnel Officer shall review these plans annually with the Affirmative Action Monitoring Committee.

IV. ASSIGNMENT OF RESPONSIBILITIES

In addition to responsibilities elsewhere assigned, the following persons shall have the following responsibilities:

A. The Presiding Bishop, as the highest administrative officer of the Church, shall have ultimate responsibility for the implementation of this Affirmative Action Program insofar as it applies to employees of the Executive Council. He shall ensure that the evaluation of the performance of all executives will include emphasis on their affirmative actions and results. The Presiding Bishop shall guide and support the efforts of the Personnel Officer to achieve a viable Affirmative Action Program. The Presiding Bishop may delegate supervision and oversight of the affirmative action program to the Administrative Group, which consists of Executives for each unit. Prior to the filling of any vacancy in the Administrative Group, the Presiding Bishop shall report his affirmative action efforts to the Affirmative Action Monitoring Committee.

B. The Administrative Group shall have, under the direction of the Presiding Bishop, to the extent delegated by the Presiding Bishop, responsibility for the supervision and oversight of the Affirmative Action Program.

C. The Board of Directors of the Domestic and Foreign Missionary Society of the

Protestant Episcopal Church in the United States of America hereafter referred to as "The Executive Council" shall provide sufficient resources to enable the Presiding Bishop to carry out the program. An Affirmative Action Monitoring Committee will be appointed wholly or partially from the Executive Council (which may be identical to the Executive Council members of the Personnel Committee).

D. The Personnel Officer shall have direct responsibility for implementing the Affirmative Action Program with respect to non-exempt staff. In all other cases, the Personnel Officer will serve as a consultant on recruitment, and provide assistance to the members of the Administrative Group with respect to exempt staff in their unit. The Personnel Officer shall maintain records adequate to review the implementation of the Affirmative Action Program and shall report annually to the Affirmative Action Monitoring Committee on its implementation.

E. Each Member of the Administrative Group shall have direct responsibility for implementing the Affirmative Action Program within his or her unit. Each shall provide the Personnel Officer with a report concerning his or her affirmative actions with respect to each exempt staff position which they intend to fill. Prior to the filling of such positions, if at all possible, he or she shall report their affirmative action efforts to the Affirmative Action Monitoring Committee.

F. The Affirmative Action Monitoring Committee shall:

(i) Upon receipt from the Presiding Bishop of a report of his affirmative action efforts to fill any vacancy in the Administrative Group, advise him whether or not a sufficiently wide search has been conducted to achieve specific goals as established in the Affirmative Action Program. The Committee may make suggestions for additional search areas.

(ii) Upon receipt from a member of the Administrative Group of a report of his or her affirmative action efforts to fill any exempt staff vacancy in his or her unit, advise him or her whether or not a sufficiently wide search has been conducted to achieve the goals established in the Affirmative Action Program. The Committee may make suggestions as to additional search areas.

(iii) Review annually the report of the Personnel Officer on the implementation of the Affirmative Action Program with respect to employees of the Executive Council.

(iv) Review annually the adequacy of the scope of searches being made, in connection with the filling of vacancies, by the Presiding Bishop, the members of the Administrative Group and the Personnel Officer.

(v) Review annually the utilization of present employees in filling vacancies which entail greater responsibility.

(vi) Report annually to the Executive Council on the implementation of the Affirmative Action Program with respect to employees of the Executive Council.

(vii) Review when necessary the salaries for positions requiring equal skill, effort, and responsibility.

V. PURCHASING PRACTICES

To the maximum degree possible, business should be done only with those who are subscribers to equal employment opportunity standards.

A. Unless there is no choice as to the provider of the goods or services, equal employment opportunity shall be a purchasing specification with all suppliers and vendors of goods or services in excess of \$5,000 in any year. Smaller contractors, for whom such specifications

are not appropriate, should not be utilized if there is reason to believe that their hiring practices are discriminatory. A vendor should be deemed to be in compliance with this EEO requirement if it is included in Project Equality's Buyer's Guide.

B. The Affirmative Action Monitoring Committee may request validation reviews of suppliers of goods and services including hotels and motels providing lodging and meeting services.

VI. COMMITTEES AND COMMISSIONS

A. The general goal with respect to committees and commissions which are appointed solely by, or with the concurrence of, the Executive Council or the Presiding Bishop (hereinafter referred to as Church committees), shall be to make such Church committees as representative as practical of the racial and sexual make-up of the Church as a whole or of the specific constituency being represented by the Church Committee. This paragraph does not apply to any committees or commissions of the General Convention.

B. The Presiding Bishop shall cause to be prepared annually an analysis of each Church committee, identifying membership by race and sex. The analysis shall identify those races or sexes which appear to be under-represented.

C. The Affirmative Action Monitoring Committee shall review annually the aforesaid analysis, and, if it finds that one or more races or sexes are under-represented, it shall recommend specific goals to improve representation of such under-represented groups on such Church committees. Such recommendations may be made during the ensuing year and shall be reported to the Executive Council and/or the Presiding Bishop, whichever has the power of appointment or consent to appointment. The Executive Council or the Presiding Bishop, as the case may be, shall then establish specific goals for Church committees and shall inform the monitoring committee of these goals. The committee shall make an annual report to the Executive Council concerning the implementation of this Affirmative Action plan with respect to Church committees.

D. Minority and women's groups within the Church shall be periodically solicited for their recommendations for possible candidates for Church committees.

VIII. OTHER CHURCH-RELATED INSTITUTIONS

If any Church-related institution uses the services of the Personnel Office of the Society, either in connection with hiring or during employment, this Affirmative Action plan shall become applicable to such Church-related institution and such institution shall comply with it. If the services of the Society are used by any Church-related institution in the purchasing of goods or services by such institution, Paragraph V of this Affirmative Action plan shall apply to the purchase of goods and services by such institution.

APPENDIX C

Affirmative Action Statement

In response to God's call to justice through recognition of the dignity and worth of

all his children, we affirm our willingness and desire to set a policy for the best use of all the resources given us. In light of our rich diversity of cultures and races, we will make special efforts to make use of these talents at every place in Church life.

The need for an affirmative action policy in the Church grows out of a recognition of past prejudices and discrimination and their effect on groups and individuals within the Church, denying them full participation in leadership roles.

The goal of affirmative action is to cast a wider net whenever the Church needs to fill any position, paid or volunteer, appointed or elected, within the Church structure. This goal is to apply to all positions including those involving decision- and policy-making. An Affirmative Action Program should develop and incorporate procedures which will discover a diversity of persons who have the talent and leadership potential needed by the Church to carry out its mission faithfully. When that richness of background is reflected in leadership roles, the task of making the Gospel known to all persons will be immeasurably aided.

The Episcopal Church includes a rich variety of people and races and cultures: Native Americans, Anglo-Saxons, Blacks, Hispanics, Asian Americans. To make more effective use of the leadership talents of women and men who represent this richness and to make the sharing in the life of the Church more visible to all, we want to do more than seek to remove some of the barriers of the past. We want to act affirmatively and boldly to open new paths for the future.

An effective Affirmative Action Program will require both good will and discipline. Neither alone will be sufficient. The development of procedures, regulations and structure, without understanding and good will, will merely be time wasted. On the other hand, good will alone will never overcome the attitudes, patterns, and practices which are endemic in our society as a result of racism and sexism. The traditional ways of filling positions of responsibility in the Church cannot be relied upon if new faces and new talents are to be discovered. *Both* good will *and* the discipline of carefully drawn procedures are needed.