

**The Findings, Actions, and Recommendations  
of the  
OCA Organizational Task Force**

**November 16, 2006**

*(Amended Pursuant to OCA Metropolitan Council Meeting, December 11, 2006)*

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## EXECUTIVE SUMMARY

In September 2006 Metropolitan Herman directed a small Task Force of OCA members with appropriate professional backgrounds to develop an organizational structure and staffing level that improve the efficiency and effectiveness and reduce the operational expenses for the OCA Central Administrative Office, in consideration of anticipated 2006 and 2007 income.

The report submitted with this Executive Summary outlines the activities, actions, findings, and recommendations that satisfy the Task Force's objective.

Initially, the Task Force assembled and reviewed documents pertaining to organizational structure and related job descriptions and, from them, constructed an organizational chart of the Central Administration as of approximately March 2006. Then, the Task Force developed a new recommended structure, using generally accepted management principles and in keeping with the spirit of OCA Statutes, which distribute authority and responsibility for the administration of the church among three senior positions directly reporting to and receiving guidance from the Metropolitan. This represented a major change from the previous structure in which all administrative positions reported to and/or acted through the single position of Chancellor.

As part of the study process, the Task Force met collectively and individually with thirteen staff members at the Syosset offices. In addition the Task Force conducted telephone interviews with seven other staff members not present during the Syosset office meetings. This direct communication with the staff further enabled the Task Force to confirm and/or complete its understanding of the work functions and the lines of communication in effect in March 2006.

The major findings and recommendations of the Task Force are as follows:

- All authority and responsibility for the administrative functioning of the OCA resided in the position of the Chancellor, including functions that are appropriately associated with the other statutory positions found in the Statutes, specifically the Treasurer and Secretary. This existing structure did not allow for a broad spectrum of advice and recommendations to flow between the Metropolitan and all members of his staff.
- The proposed target organizational structure distributes authority more evenly among the statutory positions of the Church: Chancellor, Treasurer and Secretary, while also recognizing the need providing for additional emphasis on the ministries of the Church and its communication of these ministries both internally and externally.
- Job descriptions for the officers of the Church as specified in the Statutes are included with this report. In addition five additional job descriptions are submitted for selected key administrative positions. Once this Task Force report has been

officially adopted and accepted, it is recommended that the action proceed immediately to recruit for the four senior positions reporting to the Metropolitan and to implement the subordinate structure by reassignment of existing staff, wherever possible.

- The proposed target organizational structure significantly reduces the administrative expenses of the OCA. It does this by a reduction of positions from the present 29 to 23. Current staffing has already been reduced from the previous 37 positions listed as part of payroll at the beginning of 2006. This reduction represents a direct salary reduction of 16.5% from the present payroll with additional expense reductions of approximately 25-35% associated with benefits. In addition, housing allowance expenses in excess of \$140,000 will be realized through the proposed change in structure.
- A recommended salary structure is included in this report; it is based on job responsibility and complexity in keeping with like functions in the private and government sectors of the greater New York area.
- A preliminary first draft of the OCA budget for 2007, incorporating the proposed administrative expense reductions enables the realized savings to be redistributed to the ministries of the church in areas such as missions, seminarian support, and such charitable activities as meeting the internal needs of clergy and their families experiencing hardships. This redistribution of income from administrative expense to ministries is in accordance with the priorities established by the 14<sup>th</sup> All- American Council, which called for funding the five pillars of the Church.
- As follow-on activities, the Task Force recommends formulation of a Human Resource Handbook to document personnel policies for administrative staff employees of the church. At present there are no formal guidelines for salaries, sick leave, vacation policy and employee performance reviews. The absence of regular communication (staff meetings) also needs to be restored within the office.

The Task Force recommends that the transition from the present organizational structure to the proposed structure proceed as rapidly as possible, with all appropriate action taken to minimize any adverse impact on current personnel. The assignment of a Transition Officer is key to enabling that process. The Transition Officer will assist with personnel and functional issues while the process of implementing the proposed organizational structure takes place.

November 15, 2006  
(Amended December 18, 2006)

Subject: The Findings, Actions, and Recommendations of the OCA  
Organizational Task Force

1. OBJECTIVE: To develop an organizational structure and staffing level that improve efficiency and effectiveness and reduce operational expenses for the OCA Central Administrative Office, in consideration of anticipated 2006 and 2007 income.
2. ASSUMPTIONS:
  - a. That those charged with management of OCA resources (Metropolitan, Metropolitan Council, Holy Synod of Bishops) are in accord with Best Practices for Financial Accountability and with the principles of effective position management and efficient organizational structuring as exemplified by the following:
    - Clear assignments of responsibility and accountability.
    - Clear lines of supervision and elimination of unnecessary supervisory layers.
    - Staffing for essential functions only.
    - Examination of vacant positions for need.
    - Staffing with minimum personnel essential to perform functions.
    - Avoidance of duplication of effort.
    - Provision for cross-training and career progression.
    - Division of responsibilities so that no single position wields undue power or responsibility.
  - b. That the OCA Chancery will remain, for the foreseeable future, at the Syosset site.
  - c. That prudent financial management and fundraising/development are crucial to the present and future financial health of the Church.

- d. That OCA Operating Income for 2007 will be \$2,824,500, based on a preliminary assessment by the Finance Committee of the Metropolitan Council.

### 3. FACTS BEARING ON THE OBJECTIVE:

- a. The organizational task force (hereinafter, in this paper referred to as “we”) has gathered facts on current and past organizational structures at Syosset.
  - We have reviewed written material -- descriptions of work, payroll data, and histories of positions and organizations.
  - We met with Father Paul Kucynda, OCA Secretary and Acting Treasurer, to obtain background information, discuss organizational problems besetting the OCA, develop plans for solutions, assign tasks to individual task force members, e.g. job description writing, and discuss progress.
  - On October 4, we met with/interviewed all available employees at Syosset (13 employees). Between Oct 10 and 19 we interviewed 7 other staff members by conference call. We did not interview His Beatitude’s 3 immediate staff members in Pennsylvania.
- b. All OCA employees in the Central Administrative Office at Syosset have one-year employment agreements expiring December 31, 2006.
- c. In the past, the position of Chancellor has been the only substantive position reporting directly to the Metropolitan. Exhibit B depicts the organizational structure in effect prior to March 2006, as evidenced by job description material provided to the Task Force and interviews with Central Administrative Office employees. All subordinate positions reported to the Metropolitan through the Chancellor.
- d. His Beatitude, Metropolitan HERMAN, has expressed his wish to have multiple (but no more than 5) substantive positions reporting directly to him.
- e. In the past, a number of Chancery positions have been filled by clergy, some of whom fulfilled those responsibilities on a part-time basis in addition to their parish work. In those cases, their parishes generally paid their medical and life insurance. Other clergy in the Chancery were not assigned to parishes; they generally received benefits and housing allowances of \$16,000 to \$18,000 per year.
- f. Current practice is that non-clergy employees receive full benefits (health and life insurance), regardless of their full-time or part-time status.
- g. We have designed a proposed organization chart and drafted job descriptions.

i. The proposed organization chart (Exhibit A) shows 5 positions reporting directly to the Metropolitan, in addition to his personal staff. They are 4 full-time positions analogous to a cabinet or general staff and one part-time position. These five positions are –

- Chancellor: A full-time position responsible for clergy relations, “the Church’s Priest of Priests.”
- Secretary of the Church: A full-time position responsible for the overall administrative functions of the Church, including records and office activities.
- Treasurer: The full-time Chief Financial Officer of the Church.
- Director of Ministries and Communications: A full-time position responsible for both internal and external communications and for coordinating the efforts of the various Departments of the Church.
- Director of External Affairs, a part-time position responsible for representing the Church and the Metropolitan in religious and secular communities, nationally and internationally.

ii. We have written draft job descriptions for the 5 positions reporting directly to the Metropolitan and also for backup positions including the Comptroller (reporting to the Treasurer); a Director of Development and Stewardship (reporting to the Treasurer); and a Communications Manager (reporting to the Director of Ministries and Communications). See Exhibit C for job descriptions.

h. The proposed organizational structure contains a total of 23 positions.

i. We have identified functions/positions that, in a lean and cost-conscious environment, can be eliminated or combined. Examples are:

- The position of “Registrar, Statistical Information” can be eliminated.
- The Adoption Referral Service can be eliminated. Humanitarian Aid work can be merged with other support functions in the Office of Ministries and Communications.
- The Secretary to the Chancellor (vacant) can be eliminated and duties merged with the position of Secretary to the Metropolitan.
- The positions of Development Director and FOS Director can be merged.
- The Director of Youth and Young Adult Ministries can be eliminated and the work performed by the Department of Youth, Young Adult and Campus Ministry.

- The Assistant to the Chancellor position can be eliminated.
- j. We have developed a salary schedule for the Central Administrative Offices. That schedule presumes full-time employment, does not include benefits, and is derived from federal government salaries for positions in the New York area. Comparison with available information on salaries for employees of non-profit organizations in the New York area has served to validate the schedule. Part-time positions can be paid pro-rata based on the same schedule. Employees' pay within the range of each salary level is based on longevity and performance quality. See Exhibit D for the Salary Schedule, assignment of levels to positions in the Target Structure, and a salary cost comparison chart.
- k. Projected direct salary savings for the structure at Exhibit A is a minimum of 16.5%, with additional expense reductions of approximately 25-35% associated with benefits. In addition, housing allowance expenses in excess of \$140,000 will be realized through the proposed change in structure. Ample opportunity is available for further savings over time through retirements, resignations, and recruitment at lower salary levels.
- l. No Human Resource systems are in place for OCA Central Administrative Office employees. No written policies, salary or other pay-setting guidelines, performance review system or other basic means of motivating and managing employees are in place. Instances of nepotism, generally prohibited in all HR policies, have existed in the organization. The office appears to have operated for years under the single-handed guidance of a Chancellor with considerable interpersonal skills, who created a positive working environment in the absence of formalized guidelines. His absence has left the workforce bereft. Employees interviewed spoke of a lack of official communication since the departure of the Chancellor.

#### 4. DISCUSSION:

- a. Every organization is, in fact, two organizations:
  - The formal organization, i.e. the idealized organization depicted on the organizational charts – and
  - The informal organization; i.e. the people actually doing the work. The informal organization is not shown on the charts and is constantly shifting and adjusting as new personalities emerge among the workforce or to cope with actual unplanned situations as they arise.
- b. No organization can succeed unless it is staffed with able, motivated employees working under effective, enlightened supervision.

- Good employees working under good leadership can make a badly designed organization succeed. Conversely –
  - Poor employees working under ineffective or no leadership will inevitably make an optimally designed organization fail.
- c. Any organization is vulnerable to mismanagement or corruption if it concentrates too much power or responsibility in too few positions.
  - d. Our interviews with the Chancery employees revealed that they are carrying on despite the leadership vacuum produced by the removal of the Chancellor from the scene. However, the removal of the Chancellor has left them divided in their loyalties, leaderless, demoralized, at odds with each other, and worried about their future.
  - e. A preliminary first draft of the OCA budget for 2007, incorporating the administrative expense reductions inherent in the proposed organizational structure enables redistribution of cost savings to the ministries of the church in areas such as missions, seminarian support, and such charitable activities as meeting the internal needs of clergy and their families experiencing hardships. This redistribution of income from administrative expense to ministries is in accordance with the priorities established by the 14<sup>th</sup> All- American Council, which called for funding the five pillars of the Church.

## 5. CONCLUSIONS:

- a. The proposed organizational structure at Exhibit A is consistent with OCA statutes and consolidates work with similar skill requirements in a reasonable number of sub-units, with appropriate checks and balances.
- b. Cost savings from implementation of the proposed structure are significant and enable redistribution of funds from administrative areas to ministries, consistent with guidelines established by the 14<sup>th</sup> All-American Council.
- c. The Chancery workforce needs effective, principled, full time leadership.

## 6. RECOMMENDATIONS

- a. That the organizational structure we propose be approved and implemented forthwith.
- b. That the job descriptions we prepared be authenticated, established as positions, and the positions filled as soon as possible.

- c. That the structure at Exhibit A be accepted as a Target Organization with implementation, as feasible, through attrition and reassignment, to avoid undue employee turbulence.
- d. That the 4 key positions reporting directly to the Metropolitan in the Target organization (Chancellor, Treasurer, Secretary, Director of Ministries and Communications) be staffed on a full-time basis to assure adequate day-to-day supervision and necessary checks and balances in the distribution of authority and decision-making.
- e. That while reorganization action is pending, a Transition Officer be assigned to the Syosset site to provide leadership during the restructuring. The person selected should be a proven, strong, experienced, principled leader with interpersonal skills to improve internal communication and facilitate team (re-)building.
- f. That the Metropolitan or his designated agent meet with Chancery employees as soon as possible to apprise them of our recommendations and planned follow-on actions.
- g. That the Metropolitan or his designated agent effect as soon as possible a system of regular, frequent, i.e., weekly, staff meetings involving all employees, regardless of their full-time or part-time status, and regardless of their actual employment location. These meetings should serve to coordinate work; apprise employees of plans, policies, and priorities; and enable their work-related concerns to be addressed.
- h. Areas for further study.
  - Beyond the scope of this Task Force, but in our judgment critical, is the need for human resource policies and procedures for Chancery staff. Recommend a group of volunteers be enlisted to work with Chancery staff and management to develop job descriptions for every employee, an HR “Best Practices” policy, and an employee handbook covering hiring, compensation, performance review, grievance processing, and recognition/awards, as well as such basic concerns as nepotism and Fair Labor Standards determinations.
  - Several functions should be examined for feasibility of contracting for the work vs. staffing in-house. These functions include landscaping/gardening and regular maintenance and repair of the Syosset structure.
  - The present location of the Archives appears to be inadequate because of limited space, dampness, and the danger of flooding. The Task Force recommends special attention to the relocation of this precious collection.

For the OCA Reorganization Task Force:

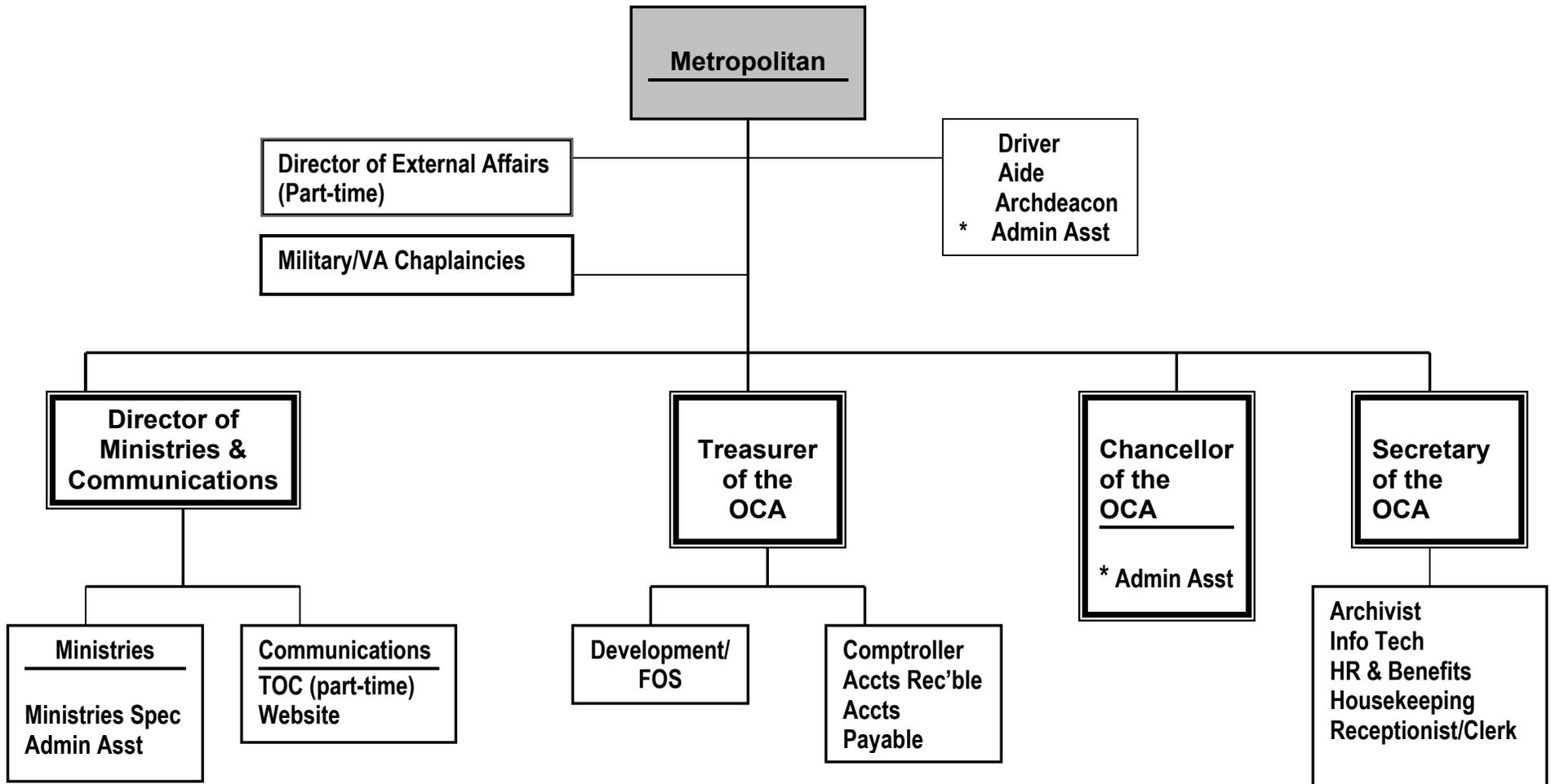
Robert Kornafel, Chairman  
Deacon John Zarras  
Al Wetmore  
Carol Wetmore

EXHIBITS:

- A: OCA Central Administrative Office - Proposed Target Structure
- B: OCA Central Administrative Office - March 2006
- C: OCA Central Administrative Office Job Descriptions
- D: OCA Central Administration Annual Salary Schedule
- E: OCA Central Administration Positions and Salary Levels, with Comparative Chart

OCA Central Administrative Office – Proposed Target Structure

December 18, 2006

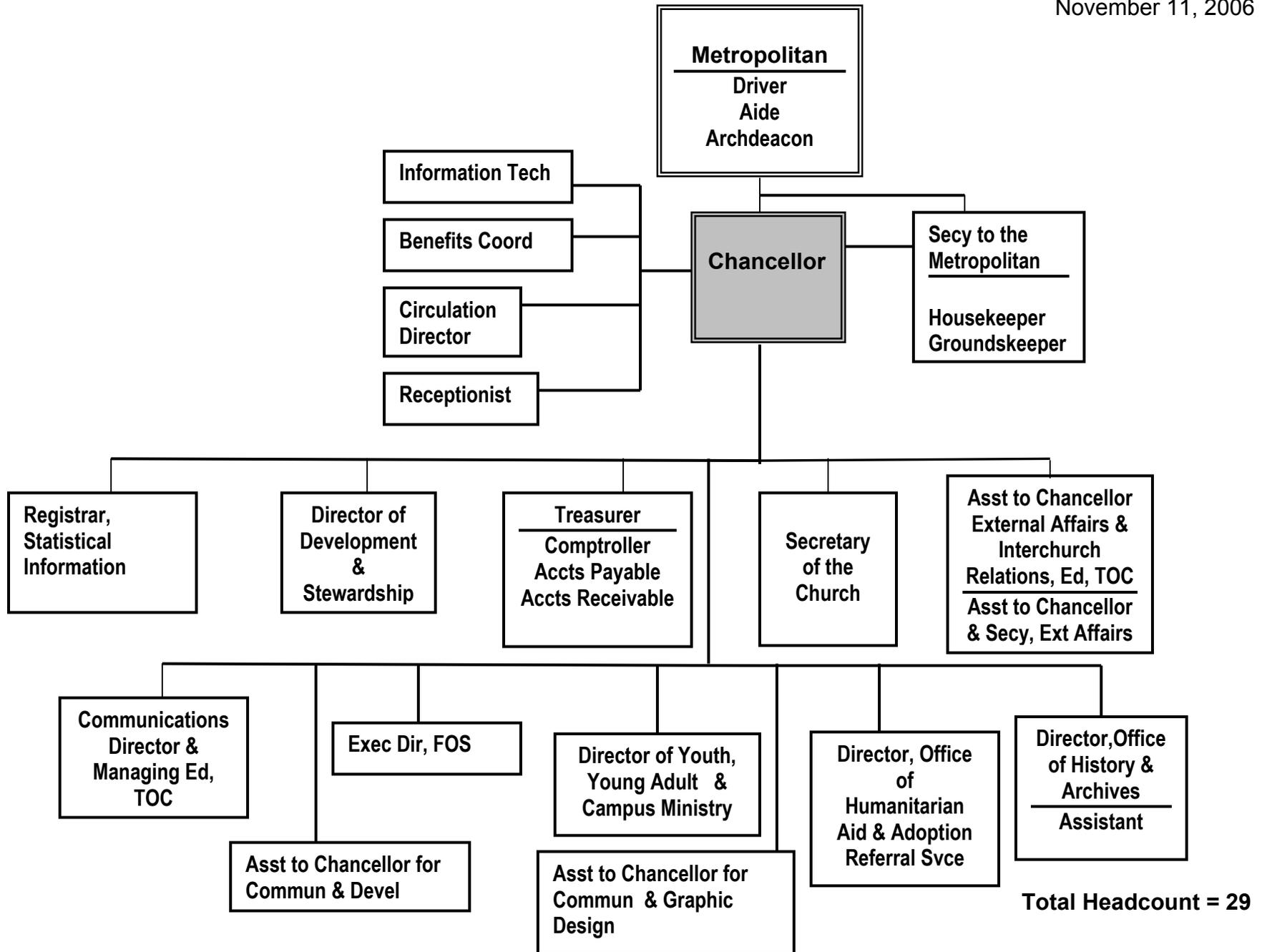


\* Dual Position

**TOTAL HEADCOUNT = 23**

OCA Central Administrative Office - March 2006

November 11, 2006



**OCA CENTRAL ADMINISTRATIVE OFFICE  
JOB DESCRIPTION**

**TITLE:** CHANCELLOR

**NUMBER:** 06001

**REPORTS TO:** Metropolitan

**EXEMPT**

Supervisory and Job Controls: The Metropolitan assigns areas of responsibilities and scope of decision-making but relies on the Chancellor as a trusted assistant and holds him accountable in assigned areas. In accomplishing work, follows legal, regulatory, and established Best Practices and Policies for Financial Accountability of the OCA, keeping the Metropolitan informed of non-routine issues and decisions. Work is assessed in terms of overall accomplishments, timeliness, and responsiveness to the needs of the Church, within assigned areas.

Major Duties

Serves as assistant and advisor to the Metropolitan of the Orthodox Church in America, responsible for the development, nurturing, and welfare of the clergy of the Church.

1. Assists the Metropolitan in managing national-level clergy-related activities, including seminarian development and ordination, inter-Diocesan transfers, continuing education, and retired clergy and widows support. Works closely with the Church's hierarchs and seminaries to achieve programs in the best interest of the Church, its dioceses, and individual members of the clergy. As required, reports progress, problems, and recommendations to the Metropolitan, as well as the OCA's Councils, Synods, and membership.
2. Supports and/or guides and directs the work of assigned OCA Departments, Committees, Boards, and Commissions, related to clergy affairs: Department of Pastoral Life and Ministry, Department of Institutional Chaplaincies, Department of Military Chaplaincies, and Committee on Diaconal Vocations. Assists in development of organizational goals and objectives including budget proposals, oversees progress against goals including financial stewardship, provides direction when necessary, assures appropriate coordination, ensures appropriate reporting to OCA Councils, Synods and membership and resolves problems that transcend individual organizations' scopes.
3. As assigned, represents the Metropolitan in religious and spiritual activities: acts in his stead in dealings with clergy, laity, employees, and organizations of the OCA and with other religious jurisdictions and lay organizations. In this capacity, acts to maintain the organizational integrity and further the growth of the Church.
4. Serves as First Priest of the Chancery Chapel.
5. Serves as a voting Member of the Metropolitan Council.

Performs other duties as assigned.

Job Requirements

1. Priest in good standing in the OCA, with excellent pastoral experience and skills.

2. Is held in high respect by hierarchs, clergy and laity
3. Knowledge of Church structure, canon law, and traditions.
4. Ability to express ideas, and conclusions effectively and persuasively, both orally and in writing.

Personal Relations

Interacts with a wide range of clergy, hierarchs, and laity. As required, uses skill in persuasion, supervision, and mediation to achieve assigned goals and resolve problems and conflicts.

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Signature & Date

This job description accurately describes the duties and responsibilities of the position of Chancellor.

**OCA CENTRAL ADMINISTRATIVE OFFICE  
JOB DESCRIPTION**

**TITLE:** COMMUNICATIONS MANAGER

**NUMBER:** 06006

**REPORTS TO:** Director of Ministries and Communications

**EXEMPT**

Supervisory and Job Controls: Assignments are usually planned with the Director of Ministries and Communications in terms of general objectives and boundaries. Technical instruction is neither sought nor needed. Decisions and recommendations are reviewed by the Director for attainment of objectives and compliance with OCA policy.

Job Summary

As a principal information specialist for the OCA, plans, develops, and executes projects and programs for the dissemination of information to the Church membership and to the public.

Major Duties

1. Publishes *The Orthodox Church* and other information instruments such as fact sheets, brochures, pamphlets, and news releases. Edits articles submitted for publication: reads copy to detect and correct grammatical and syntax errors; determines need for revisions, corrections, and changes; verifies questions of fact; may confer with authors to suggest improvements or changes; and lays out material for publication. Carefully considers potential impact of articles on readership and the image of the Church. Manages the technical production of publications from concept through final copy to printer.
2. Writes press releases for posting on the OCA web site and articles and material for *The Orthodox Church* and other information instruments. Develops background information through reading and research, interviews, experience, attendance at functions, and discussions with knowledgeable individuals or groups. Assembles material into suitable format and length and language appropriate for an Orthodox Christian publication.
3. Plans and manages external and internal information programs. Analyzes trends, conducts or purchases surveys and evaluates responses to surveys. Identifies information strategies to management. Solicits articles for publication. Represents the Church in public, social and business events.

Performs Other Duties as Assigned

Job Requirements

1. Mastery of the principles and techniques of English usage and English stylistic concepts.
2. A comprehensive knowledge of publication formatting and layout techniques and graphic design.
3. Negotiation skills for dealing with article authors and media representatives.

Personal Relations

Work demands frequent association with clergy and lay members of the Church, media representatives, and subject-matter specialists, authors, and printers.

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**Signature & Date**

This job description accurately describes the duties and responsibilities of the position of Information Manager.

**OCA CENTRAL ADMINISTRATIVE OFFICE  
JOB DESCRIPTION**

**TITLE:** COMPTROLLER

**NUMBER:** 06007

**REPORTS TO:** Treasurer

**EXEMPT**

Supervisory and Job Controls: Supervisor assigns areas of responsibilities and scope of decision-making but relies on the Comptroller to develop and carry out programs within assigned areas. Follows legal, regulatory and financial best practices guidelines in accomplishing work, keeping the supervisor informed of non-routine issues and decisions. Work is assessed in terms of overall accomplishments in maintain accurate and timely financial reports and records to the satisfaction of the Metropolitan Council Financial Committee and to the internal and external auditors.

Major Duties

Is responsible for overseeing the daily financial activities aspects and of the OCA as delegated by the Treasurer. Oversees all the work of the financial office including financial and accounting system controls and standards. Implements and maintains effective internal controls to ensure protection of financial assets and reliability of financial reports and statements. Directly or indirectly oversee the following functions:

1. Prepares the annual budget with direction from the Treasurer and the Finance Committee of the Metropolitan Council.
2. Supervises all journal entries and maintains the general ledger, payroll/stipend records and disbursements.
3. Assigns all account numbers to invoices, manages accounts payable and disburses all checks
4. Invoices amounts due to the OCA, manages accounts receivable and receipts all checks/cash.
5. Assesses cash flow on a daily basis.
6. Journalizes all accruals at the end of the year.
7. Maintains all banking and investment relationships for the OCA; analyzes accounts accordingly.
8. Designs, issues and monitors all financial reports in accordance with the request and approval of the Treasurer and Finance and Audit Committees of the Metropolitan Council, in conjunction with the external auditors of the OCA, and with the required frequency.
9. Provides all necessary documentation and reports to the external auditors to their satisfaction.
10. In conjunction with outside professional assistance establishes and manages all gift annuities, trusts and bequests in coordination with the Development Director.

Performs Other Duties as Assigned

Job Requirements

1. Well rounded knowledge of financial and business accounting practices, methodology, and procedures including requirements of governmental regulatory agencies.
2. Possession of CPA certification or demonstrated equivalent in education and experience is desirable.
3. Knowledge of best financial practices for non-profit organization.

Personal Relations

Represents and is the primary advisor to the Treasurer on financial management of the OCA. Work demands frequent association with members of the Metropolitan Council, diocesan leaders and diocesan financial managers, as well as contact with external agents, consultants, and vendors, such as accountants, attorneys, and suppliers to the OCA of goods and services.

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Signature and Date

This job description accurately describes the  
Duties and responsibilities of the position of Comptroller.

**OCA CENTRAL ADMINISTRATIVE OFFICE  
JOB DESCRIPTION**

**TITLE:** DIRECTOR OF DEVELOPMENT AND STEWARDSHIP

**REPORTS TO:** Treasurer

**NUMBER:** 06005  
**EXEMPT**

Supervisory and Job Controls: Supervisor assigns areas of responsibilities and scope of decision-making but relies on the Director to develop and carry out programs within assigned areas. Follows legal, regulatory and financial best practices guidelines in accomplishing work, keeping the supervisor informed of non-routine issues and decisions. Work is assessed in terms of overall accomplishments in expanding and managing the voluntary donations programs of the Church.

Major Duties

Develops, manages, and nurtures programs through which Orthodox Christians give their time, talents, and financial resources for growing the Church in North America. Responsibilities include directing The Fellowship of Orthodox Stewards as well as creating and managing other special and recurring development programs.

1. In coordination with supervisor and other Church administrators establishes development goals for anticipated Church program needs. Formulates development plans to meet goals. Establishes, trains, and builds supporting teams of fund-raisers among clergy and laity.
2. Guides and executes development efforts. Identifies potential sources among individuals, networks, and organizations; prepares grant proposals, promotional literature, and presentations; solicits via face-to-face contact and follow-up with potential donors.
3. Organizes and executes special development campaigns to attract donations for specific programs and/or from designated networks of people or organizations.
4. Regularly analyzes and reports development accomplishments to supervisor and other Church bodies as requested.
5. Promotes planned giving by educating and providing assistance to donors desiring to use the vehicles of trusts, gift annuities and bequests in support of the church.

Performs Other Duties as Assigned

Job Requirements

1. Background and experience in creating, planning, and executing fund-raising programs of substantial scope.
2. Strong skills in persuasive oral and written communication.
3. Proven skills in sound financial stewardship.
4. Good knowledge of the structure, programs, traditions, and key personnel of the Church.

Personal Relations

Interacts with a wide range of clergy, hierarchs, and laity, as well as officials of foundations, corporations, and other lay organizations. Uses skill in persuasion, team-building, and negotiation to achieve assigned goals and resolve problems and conflicts.

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Signature & Date

This job description accurately describes the duties and responsibilities of the position of Development & Stewardship Director.

**OCA CENTRAL ADMINISTRATIVE OFFICE  
JOB DESCRIPTION**

**TITLE:** DIRECTOR OF EXTERNAL AFFAIRS

**NUMBER:** 06009

**REPORTS TO:** Metropolitan

**EXEMPT**

Supervisory and Job Controls: The Metropolitan makes assignments in terms of general objectives. Technical guidance is neither sought nor given, but the Metropolitan is frequently apprised of progress, made aware of controversial or sensitive issues, and is consulted in advance on actions that may impact the policies of the Church.

Job Summary

As the principal Ecumenical Officer of the OCA, manages relations with other Orthodox churches, other Christian churches and bodies, Christian ecumenical organizations, other religious communities, interfaith organizations, and relevant government offices

Major Duties

1. Promotes worldwide interfaith understanding and communicates the Orthodox Christian message to a wide variety of individuals and groups. Participates in missions, delegations, and ecumenical conferences. Serves as a member of inter-church and governmental boards and committees. Gives formal and informal lectures and talks.
2. Represents the Church in a variety of positions on important commissions and committees. Representative examples of these bodies include: SCOBA Study and Planning Commission; International Orthodox Christian Charities; World Council of Churches (WCC) Central Committee; US Conference for the WCC; Christian Churches Together in the USA. In these bodies, absorbs the messages of the other members and conveys the Orthodox viewpoint and perspective. May serve as an officer of the organizations, if elected or appointed. Drafts documents for the Metropolitan and the Holy Synod of Bishops conveying the Church's position on issues that may be sensitive or controversial.
3. Serves as Editor of *The Orthodox Church*, regularly contributing the editorial. Consults with the Metropolitan to ensure that the editorial viewpoint is consistent with the policies of the Church or its Primate. Consults with the Managing Editor, when requested, on various articles submitted by contributors and on the overall content of the publication.

Performs Other Duties as Assigned

Job Requirements

1. Broad and intense knowledge of Orthodox theology and the OCA mission and spiritual message.
2. Ability to absorb complex information rapidly and to apply it with little or no preparation to a variety of sensitive situations.
3. A temperament that enables defending the Orthodox viewpoint and expressing serious disagreement respectfully and without hostility, while simultaneously building good relations.
4. Ability to communicate orally and in writing clearly, concisely, and persuasively on complex and sensitive issues.

Personal Relations

Interacts effectively with a wide range of clergy and laity of varying religions and ethnic backgrounds, including Patriarchs, Metropolitans, and Archbishops and other religious leaders worldwide; US ambassadors in other countries; and State Department officials handling relations with countries in which the OCA has Church partners.

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Signature & Date

This job description accurately describes the duties and responsibilities of the position of Ecumenical Officer

**OCA CENTRAL ADMINISTRATIVE OFFICE  
JOB DESCRIPTION**

**TITLE:** DIRECTOR OF MINISTRIES AND COMMUNICATIONS

**NUMBER:** 06004

**REPORTS TO:** Metropolitan

**EXEMPT**

Supervisory and Job Controls: The Metropolitan assigns areas of responsibilities and scope of decision-making but relies on the Director to proceed autonomously on day-to-day activities. The Director keeps the Metropolitan well informed of sensitive issues as they arise and briefs him frequently on overall results. The Director is accountable to the Metropolitan for effectiveness of operations and success in achieving objectives. The Director is aware of and complies with the Best Practices and Policies for Financial Accountability of the OCA.

Major Duties

1. Serves as coordinator of centralized Church communications, humanitarian and related activities, and of related OCA Departments and Ministries. Leads or directs staff in the following areas.
  - Humanitarian programs, projects, and facilities.
  - Supporting and/or guiding and directing the work of assigned OCA Departments, Offices, and Committees: Department of Christian Education, Department of Christian Witness and Service, Office of Communications, Department of Evangelization, Department of Liturgical Music and Translations, Office of External Affairs and Interchurch Relations, and Department of Youth, Young Adult and Campus Ministries. Assists in development of Departmental goals including budget proposals, monitors/oversees Departmental progress against goals including financial stewardship, provides support and direction when necessary, assures appropriate coordination, ensures appropriate reporting to OCA Councils, Synods and membership and resolves problems that transcend individual organizations' scopes.
  - Publishing *The Orthodox Church* and related issuances.
  - Managing the OCA website.
  - Maintaining relationships with print and other media; issuing media press releases.
2. Supervises a small staff engaged in day-to-day ministries and communications activities. Assigns work, reviews work products, evaluates performance, and resolves administrative and technical problems presented by employees.

Performs Other Duties as Assigned

Job Requirements

1. Comprehensive knowledge of OCA organizations and programs and projects.
2. Mastery of the principles, practices, and techniques inherent in assigned programs.
3. Application of executive and managerial skills.
4. Public relations skills for effective interactions with the media and public
5. Ability to present complicated information and conclusions clearly, concisely, and persuasively, both orally and in writing.

06004

Personal Relations

Interacts effectively with a wide range of clergy and laity of varying religions and ethnic backgrounds. Uses skill in persuasion, supervision, and mediation to achieve assigned goals and resolve problems and conflicts.

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Signature & Date

This job description accurately describes the duties and responsibilities of the position of Director of Ministries and Communications.



**OCA CENTRAL ADMINISTRATIVE OFFICE  
JOB DESCRIPTION**

**TITLE:** SECRETARY OF THE CHURCH

**NUMBER:** 06002

**REPORTS TO:** Metropolitan

**EXEMPT**

Supervisory and Job Controls: The Metropolitan assigns areas of responsibilities and scope of decision-making but relies on the Secretary as an expert on managerial and administrative matters and hold him accountable in assigned areas. Follows legal and regulatory guidelines in accomplishing work as well as the Best Practices and Policies for Financial Accountability of the OCA, keeping the Metropolitan informed of non-routine issues and decisions. Work is assessed in terms of overall accomplishments, timeliness, and responsiveness to the needs of the Church, within assigned areas.

Major Duties

1. Serves as the primary administrative manager of the OCA. Performs or directs the following:
  - Maintaining the legal status of the OCA. Implements and assures compliance with Federal, State, and local statutes and other relevant regulatory requirements.
  - Supporting the Church's Councils and Synods. Serves as team leader for planning and logistics of All-American Councils. Records the activities of the Holy Synod and other Councils. Attends meetings, records minutes, and maintains minutes files.
  - Collecting, analyzing, summarizing, preserving, and serving as repository for the OCA's official records and ecclesiastic materials, including its Archives. Provides reports and other information to the Holy Synod, Legal Advisory Board, Commission on Canons and Statutes, Canonization Commission, and other persons and entities, as required or requested.
  - Guiding and directing the work of the Department of History and Archives. Assists in development of goals and objectives, oversees progress against goals, provides direction when necessary, assures appropriate coordination, and resolves problems that transcend the Department's' scope.
  - Serves as a voting member of the Metropolitan Council.
2. Directs the administrative, housekeeping, estate management, and personal service functions of the OCA Central Administrative Offices. Functions supervised include human resource management, including benefits administration and personnel investigations; correspondence and records management; support to boards and councils; information technology; travel arrangements; and facilities maintenance. Establishes policies and procedures, supervises staff, and assures compliance with legal, regulatory and established best practice guidelines. Supervisory duties include assigning work, reviewing progress, accepting or rejecting results, evaluating performance, and resolving on-the-job problems.

Performs Other Duties as Assigned

Job Requirements

1. Proven executive and management skills and knowledge of a wide variety of non-profit management principles and practices.
2. Thorough knowledge of the structure, traditions, and key personnel of the Church.
3. Ability to express and present information, ideas, and conclusions clearly, concisely, and forcefully both orally and in writing.

Personal Relations

Interacts with a wide range of clergy, hierarchs, and laity. As required, uses skill in persuasion, supervision, and mediation to achieve assigned goals and resolve problems and conflicts.

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Signature & Date

This job description accurately describes the duties and responsibilities of the position of Secretary.

**OCA CENTRAL ADMINISTRATIVE OFFICE  
JOB DESCRIPTION**

**TITLE:** TREASURER

**NUMBER:** 06003

**REPORTS TO:** Metropolitan

**EXEMPT**

Supervisory and Job Controls: The Metropolitan assigns the overall area of responsibility, to wit, financial management of the OCA, and discusses with the Treasurer priorities, sensitive issues, and expected results. Within those constraints, the Treasurer proceeds independently, keeping the Metropolitan informed of extraordinary events. The Treasurer conducts financial activities in keeping with the Best Practices and Policies for Financial Accountability of the OCA. The Treasurer serves as administrative liaison on the Finance Committee of the Metropolitan Council. The Metropolitan does not generally review work in progress, but reviews major financial reports and decisions because of potential for far-reaching impact on the OCA.

JOB SUMMARY

Serves as Chief Financial Officer of the OCA. Ensures the effective execution of its Best Practices principles and policies for non-profit financial accountability and works closely with the Metropolitan Council to assist them in their financial governance responsibility. Implements and maintains internal controls for the protection of assets and reliability of financial statements. Develops plans and projections linking strategic goals and measurable objectives. Manages budgeting, auditing and reporting systems. Represents and is the primary advisor to the Metropolitan on financial management.

Major Duties

1. Manages OCA budgeting, expense management and financial accounting activities. Develops and administers, for all funds, an accounting and budget system consistent with the information and reporting requirements of internal and external agencies and provides responsible stewardship to the Metropolitan Council and donors. Following discussion with the Finance Committee, prepares the annual operating budget and submits it for the Metropolitan Council's approval. Oversees execution of the approved budget. Manages cash flow, directs transfer of assets, and controls line items of expenses for accomplishment of the Church's missions. Assists Department Chairs in presenting their annual funding requests. Coordinates development and secures approval of capital budget. Monitors the budgets of capital projects
2. Oversees all aspects of income development, e.g., income from diocesan assessments, special appeals, Fellowship of Orthodox Stewards, endowments, grants, gifts, trusts, and investments. Directs fund raising encourages and oversees development and growth of endowments, and provides for the investment and management of endowment funds. Reviews reports from investment managers of long-term assets and, with the Investment Committee, evaluates performance of investments and, as appropriate, reallocates assets. Ensures that all fund raising is within the context of Christian stewardship practices, Best practices and policies of the OCA, including the Donor Bill of Rights.
3. Performs a variety of on-going financial activities typified by the following:
  - Submitting financial status reports to the Holy Synod of Bishops, Metropolitan Council, and general membership.

- Developing and maintaining primary banking relationships, cash management systems, and credit arrangements.
- Insuring financial transparency and providing for regular independent audits.

4. Supports and/or guides and directs the work of the Office of Development and Stewardship. Assists in development of goals and objectives, oversees progress against goals, provides direction when necessary, assures appropriate coordination, and resolves problems that transcend individual organizations' scopes. Provides reports and other information to the Metropolitan Council's Audit and Investment Committees, as required or requested. . Ensures full cooperation with the OCA's internal and external auditors. Works closely with the Finance Committee for effective and complete reporting to the Metropolitan Council.

5. Serves as a voting member of the Metropolitan Council.

6. Supervises a small staff engaged in financial support activities. Sets goals, assigns work, reviews progress, and evaluates performance.

Performs Other Duties as Assigned

#### Job Requirements

1. Well-rounded knowledge of financial and business practices, methodology, and procedures including compliance requirements of government regulatory agencies.
2. Thorough knowledge of the financial structure of the OCA.
3. Ability to consult and advise on sensitive and important financial management issues.
4. While not a pre-requisite, the possession of a Master's degree or equivalent in accounting, business administration, management, public administration, finance or a related field is desirable.
5. Possession of CPA certification or demonstrated equivalent in education and experience is desirable.

#### Personal Relations

Work demands frequent association with members of the Metropolitan Council, diocesan leaders, and diocesan financial managers, as well as contacts with external agents, such as accountants, attorneys, and the media. Uses skill in persuasion, supervision, and mediation to achieve assigned goals and resolve problems and conflicts.

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#### Signature & Date

This job description accurately describes the duties and responsibilities of the position of Treasurer.

# OCA CENTRAL ADMINISTRATIVE OFFICE ANNUAL SALARY SCHEDULE

November 2006

<b>Salary Level</b>	<b>Minimum</b>	<b>Maximum</b>
<b>1</b>	\$20,108.00	\$25,147.00
<b>2</b>	\$22,608.00	\$28,448.00
<b>3</b>	\$24,668.00	\$32,072.00
<b>4</b>	\$27,692.00	\$36,003.00
<b>5</b>	\$30,982.00	\$40,279.00
<b>6</b>	\$34,536.00	\$44,895.00
<b>7</b>	\$38,378.00	\$49,888.00
<b>8</b>	\$42,502.00	\$55,252.00
<b>9</b>	\$46,944.00	\$61,032.00
<b>10</b>	\$51,697.00	\$67,202.00
<b>11</b>	\$56,799.00	\$73,842.00
<b>12</b>	\$68,076.00	\$88,495.00
<b>13</b>	\$80,954.00	\$105,235.00
<b>14</b>	\$95,662.00	\$124,360.00

**OCA CENTRAL ADMINISTRATION  
POSITIONS AND SALARY LEVELS**

**November 2006**

POSITION	SALARY LEVEL
Metropolitan	14
Chancellor	13
Secretary of the Church	13
Treasurer	13
Director of Ministries and Communications	13
Director of External Affairs	13
Ministries Specialist	11/12
Director of Development and Stewardship (includes FOS)	11/12
Communications and Graphic Design Specialist	11/12
Archivist	11
Comptroller	11
Communications Manager (Editor, TOC)	11
Information Systems Specialist	9
Administrative Assistant (to Director of Ministries and Communications)	6/7
Administrative Assistant (to Metropolitan and Chancellor)	6/7
Archdeacon	6/7
Accounts Payable Assistant	4/6
Accounts Receivable Assistant	4/6
Benefits Assistant	5
Aide to Metropolitan	4
Receptionist	3/4
Housekeeper	2/4
Driver	2

NOTE: Where more than one level is shown, the position is deemed to have potential for lesser or greater responsibility, depending on delegation of responsibility and employee independence.

**OCA Central Administration Reorganiation Proposal Comparative Salaries**

<b>Position</b>	<b>March 2006</b>	<b>Target Proposed</b>	<b>Notes</b>
Metropolitan	75,000	75,000	
Chancellor	90,000	80,000	
Secretary of the Church	-	80,000	
Dir, Ministries & Communications	-	80,000	
Dir, Devel & Stewardship	75,000	73,000	In Target, includes FOS. Range is \$57,000 - \$73,000
Treasurer	67,000	80,000	
Comptroller	67,000	57,000	Level 11 range is \$57,000 - \$73,000
Exec Dir, FOS	63,000		
Ministries Specialist	-	57,000	
Asst to Chancellor, Graphic Des & Commun	56,000		
Communications & Graphic Des Speci	-	57,000	
Asst to Chancellor, Commun & Devel	56,000		
Archivist	55,000	57,000	
Secy to Metropolitan	54,000		
Youth Director	53,000		
Asst to Comptroller	50,000		
Asst to Chancellor	50,000		
Info Tech	45,000	47,000	
Exec Secy	45,000		
Admin Staff Mbr	38,000		
Mg Ed, TOC	37,000	37,000	Part-time salary
Registrar, Stat Info	35,000		
Dir, Ext Affairs	32,000	32,000	Part-time salary
Housekeeper	31,000	31,000	
Housekeeper	31,000		
Estate Mgr	31,000		
Cir Dir, TOC	25,000		
Dir, Hum Aid, Adoption Ref	20,000		

**OCA Central Administration Reorganiation Proposal Comparative Salaries**

Receptionist	18,000	25,000	Target salary is FT
Receptionist	4,000		
Aide	25,500	28,000	Target salary is FT
Benefits Coord	20,000	31,000	Target salary is FT
Driver	15,000	23,000	Target salary is FT
Archdeacon	10,000	10,000	Part-time salary
Summer Groundskeepi ng	15,000		
Archives Asst	8,000		
Youth Intern	6,000		
Admin Asst (Mins & Comm)	-	35,000	
Admin Asst (to Met & Chanc)	-	35,000	
Accounts Payable Asst	-	28,000	Top of range is \$36,000
Account Rec Asst	-	28,000	Top of range is \$36,000
Transition Officer			\$30,000 Temporary annual stipend recommended
<b>TOTAL</b>	<b>1,302,500</b>	<b>1,086,000</b>	