

Who does the work:

Overview

New positions are green

- 1. An Aging Support Coordinator supports the care and social work needs related to granting and meeting support.** The work ebbs and flows with higher demand twice a year according to the granting cycle and so the employment structure is set up to be flexible. The Aging Concerns Coordinator will report to the Associate Secretary for Program & Religious Life and will attend Community Engagement Team meetings. The coordinator will collaborate with granting staff.
 - **Granting casework**
 - Provides support and expertise to the Aging Granting Group and the Greenleaf Granting Group; attend meetings; partner with grantmaking staff
 - Provides casework support to individuals who are inquiring about or applying for aging grants
 - Manages administrative processes related to applications and granting procedures
 - Collaborates with communications, granting, and engagement staff to provide publicity for aging grants
 - **Consultation and support to monthly and quarterly meetings for aging concerns**
 - Provides guidance, information and referrals in response to requests related to individuals in the community who need the community's support in responding to acute and long-term concerns for aging Friends
 - Provides consultation to monthly and quarterly meetings who request support for how they support needs related to aging generally.
 - Maintains the Quaker Aging Resources website

- 2. A social worker is responsive as needed to acute mental health or conflict issues in meetings or in the yearly meeting** that require a professional level of response. There is also an ebb and flow of demand for this work with little to no predictability. The Social Worker will report to the Friends Counseling Service Coordinator who will report to the Associate Secretary for Program & Religious Life

NOTE: The above plans are the same model we used prior to hiring the Care & Aging Coordinator and were functional at the time.

 - Responds as needed to acute mental health or conflict issues in meetings or in the yearly meeting that require a professional level of response.

- 3. Friends Counseling Service meets acute and critical needs that require professional support and consultation on mental wellness.** The FCS Coordinator will supervise and dispatch the social worker as she does with the counselors. The coordinator currently provides consultation and workshops for meetings on issues related to mental health.

- 4. Ministry & Care Resource Friends respond to needs related to supporting the practice of pastoral care in our meetings.** Ministry & Care Resource Friends help our community thrive by providing support in the areas of Quaker ministry, worship, eldership, pastoral care, and care for the aging. Through the teaching ministry, Resource Friends in Ministry & Care offer informational tools and spirit-led experiential opportunities to facilitate learning. They provide support in the area of spirituality and aging. Meeting retreats and workshops address topics including meaningful retirement, emotional care, physical health, as well as aging at home, memory loss & dementia, and death & dying.

5. **The Inclusion & Belonging Coordinator plays three interconnected roles.** The coordinator supports the young adult Friends Community; supports Friends' work in practices and structures that are welcoming and inclusive; and is primary single point of contact for meetings and individuals who are seeking support for the primary needs of meetings and refers issues of pastoral care, or meeting crisis response to the Associate Secretary and FCS Coordinator.

- Maintain the work of caring for the young adult community
 - Connect and engage young adults with each other and with the yearly meeting community
 - Support or bottom-line young adult Friends initiatives
- Expand our capacity to empower the yearly meeting and monthly/quarterly meeting communities to welcome diverse members of the community.
 - Collaborate with the young adult Friends community to ensure it is welcoming and inclusive
 - Provide consultation support for monthly and quarterly meetings in their work to be a place where all Friends belong
 - Provide support for increasing the yearly meeting capacity to be a place where all Friends belong
- Coordinate the Resource Friends program
 - Provides a single point of contact to respond to meetings' and groups' requests to provide consultation and support
 - Collaborates with staff and Resource Friends to assign a person to meet the request
 - Ensures Resource Friends are identified and supported and ready to be of service

6. **A Program Staff Position provides expanded support for specific aspects in the Inclusion & Belonging portfolio.** An additional person supporting the belonging work is essential for two reasons. First, there is a lot of work and additional hours are necessary to be able to do it. Second, another person makes a team and we know that collaboration increases the capacity and imagination to support any work.

Examples of the kind of work this position may take on include managing YAF retreats or administrative organization of Resource Friends

The structure of this position is being explored. One option, the original expectation, is that there would be one or two facilitator positions, averaging 30 hours/month, which would meet specific fluctuating needs such as managing YAF retreats. Another possibility is that the current Associate program position could take on this work as it is a position that is responsive to varying needs; possibly the position would report to the Belonging Coordinator. A third possibility is that the Associate position could become a coordinator position and carry its own portfolio of work; the position would report to the Belonging Coordinator in this case.

- Provides support and expertise to support the work in the portfolio of the I&B Coordinator.

The work that gets done:

Explanation

The following provides more explanation and detail about changes.

Aging Concerns Staff Support

The needs related to Aging Concerns will be met with staff support. A single person will provide the same primary services currently provided which include casework support for aging grants and consultation to meetings to increase their capacity to support aging Friends and to provide information and referral services for Friends with needs related to aging. These two services, grant-based casework and consultation, make up most of the staff work related to aging and will be maintained. This work is supported by restricted funds that are not grant-related. We can explore expanding the consultation work to be proactive based on demand and the availability of outside grants.

The coordinator will report to the Associate Secretary for Program & Religious Life and will be required to have their own clinical supervisor; this mirrors the practice that has been in place throughout the tenure of the current Care & Aging Coordinator position. The Aging Concerns Coordinator will attend regular Community Engagement Team meetings in order to keep a finger on the pulse of the community and to be able to share their own (non-confidential) experiences with individuals and meetings with other staff. The position will be invited to participate in staff meetings and trainings but will not be required to.

The position is structured to be responsive according to granting cycles and consultation demand. It has always been the case that the time required to support aging work has high and low periods with much of that being predictable based on the granting cycle. The flexible structure of the position allows us to pay for staffing when we need it to guarantee a minimum amount of time to the staff member and to allow the staff member to be flexible in setting their hours to meet the YM needs as well as their personal needs. The position therefore is parttime, serving an average of 60 hours per month which is consistent with current time spent on aging work.

There are several duties that have been in the portfolio of the Care & Aging Coordinator which will not be part of the Aging Concerns Coordinator role. The primary set of responsibilities not included are those related to pastoral care, ministry and worship. There are other tasks that have required little to none of the C&A Coordinator's time in recent years and are therefore not built into the Aging Concerns Coordinator role. These include providing responsive or proactive workshops on aging to meetings and liaising with or supporting other institutions which provide services to or about aging Friends.

There have been concerns expressed about the lack of offering some services in this plan which are also not covered in the current staff configuration. One example is providing case support for generally for elderly Friends. While we have provided information and referral services and support to meetings as they support individuals, the Care and Aging Coordinator is not a general aging case worker and the yearly meeting is not in a position to carry individual support for PYM Friends in every case. The question has been raised regarding PYM staff capacity to provide care and attention generally for older people in the way the yearly meeting functions. In particular it's been noted that older Friends make up the largest portion of our population and the largest group of donors. The Care & Aging Coordinator position has not been one that advocates for the needs of the population of Friends who are over 65 generally. In actuality however, much of the way we function is set up to meet the needs and culture of the dominant population – older Friends. As staff support sessions, programs & events and communications the preferences and needs of older Friends are the ones that are met first as they are

the dominant group within our community. This staffing plan provides structural support to expand who is centered in all of our work but that is not the same as withdrawing support for those who are currently centered. When the new staffing is in place, if there is need and available outside grant support for providing proactive community engagement resources and support for older Friends, that will be prioritized.

Ministry & Care Concerns Staff Support

The needs related to support for worship, ministry and for pastoral care will be met in two ways – through PYM Friends and through paid professionals.

In accordance with our tradition, PYM Friends with the gifts for these ministries will continue to provide support for meetings with needs related to pastoral care, conflict resolution, worship and ministry. This path is also in alignment with the long-range plan approved by the yearly meeting which asks us to focus on connecting Friends and meetings to each other and to rely on the gifts and skills of Friends. Friends will continue to provide consultation, education and support on concerns related to a meetings capacity to support its worship, ministry and care. Staff support for current and expanding capacity for this will be housed in the Belonging Coordinator position. This gives the program a home that it hasn't previously had and it allows requests for support from meetings to have a single point of contact – making it more accessible.

In addition there will continue to be professional support available in the event of issues that require clinical intervention or professional support. Professional support for these needs will be provided through Friends Counseling Service which manages some amount of these needs even while we have a Care & Aging Coordinator in place. The support is and will be provided by the FCS Coordinator and by FCS counselors. The FCS who currently works directly with the Care & Aging Coordinator will shift to work directly with the Associate Secretary for Program & Religious Life.

The FCS Coordinator has provided education and consultation to monthly and quarterly meetings on issues related to mental wellness and will continue to do so. FCS counselors provide counseling to individuals. We will revive a past practice of asking a counselor to be on call for mental wellness needs during PYM events. We will, if needed, increase the capacity of the FCS with a social worker who can be available specifically for support for urgent clinical intervention.

There is work that has been held by the Care & Aging Coordinator that is decreased or not continued in this staffing organization. There will be more diffuse support for pastoral care, ministry and worship needs in the community; it will be less directly focused in a single position in the way it was for George. This staffing plan continues to maintain the function of coordinating and connecting needs with supporters. Additionally many of our staff are both trained and gifted in these areas and the way they do their work means they are sharing their skills; many of our staff travel (or "travel" these days) to monthly and quarterly meetings. However, the plan does not put a staff person in the position of the go-to person or leader for these needs.

Young Adult Friends Staff Support

The responsibilities related to supporting the young adult Friends in PYM will be held by staff. This will be held primarily by the full time Inclusion & Belonging Coordinator position which will report to the Associate Secretary for Program & Religious Life. As that position holds other responsibilities and as

we've learned that all of the program and engagement work we do benefits from a team approach, the work will also be supported by another staff position which reports to the Inclusion & Belonging Coordinator. That position may be in the form of a flexibly scheduled facilitator role or in the form of another full-time staff person with a larger portfolio, it is still under consideration.

The responsibilities include providing support in the manner of the traditional young adult Friends position which connects and engages young adults with each other and with the yearly meeting community and supports initiatives of young adult Friends.

The work with young adult Friends will expand to include collaborating with the young adult Friends community to ensure it is welcoming and inclusive. There are not aspects of the work supporting young adult Friends that will be discontinued.

Inclusion & Belonging Staff Support

Responsibilities to support transitions toward structures and practices that are welcoming and inclusive to people who are marginalized by dominant culture will be held by the Inclusion & Belonging Coordinator. This is a full-time position which reports to the Associate Secretary for Program & Religious Life.

All of the responsibilities related to inclusion and belonging are new. The responsibilities will be centered in three contexts: amongst young adult Friends, in the work that connects Friends throughout the yearly meeting, and in monthly and quarterly meetings. Clearly that portfolio is enough to occupy a team of coordinators and the person in the position will not be expected to meet all these challenges in Quakerism in all contexts. The position will focus efforts within young adult Friends to begin with and expand from there, building on the experience gained each day and growing from the places where Life is stirring. Additionally, as will all of our work, this Coordinator will not be responsible for doing the work on their own. Staff who support connecting Friends, meetings, and ministry in the yearly meeting and staff who engage with meetings also have inclusion and belonging in the front of their toolboxes. Staff who work in communications will collaborate with this coordinator as they do with other coordinators. Additionally, the fact that there is more work than a person can do is not a reason not to start the work.

Resource Friends

Responsibility for supporting meetings and PYM groups in the range of areas that are nearly all of our meetings give attention to (Ministry & Care, Peace & Social Justice, Religious Education, Outreach & Communications, Governance & Stewardship, addressing racism and addressing climate change) will continue to be held by PYM Friends, in line with our tradition of recognizing leadership in Friends with gifts and skills. The Inclusion & Belonging Coordinator will provide support and organization for Resource Friends more succinctly supported by staff.

Resource Friends have been in place for several years but they haven't had a single point of contact or a single organizer. The Inclusion & Belonging Coordinator will be the home base for this program. The advantage of positioning this work in the coordinator's portfolio are that 1) everyday Quaker life through Resource Friends will be supported with a lens of inclusion and 2) it won't be retrofitted into a position that already has several priorities.