

**INFOPAK: Guidelines for Fair and Productive
Employment of Musicians by Religious Institutions**

AMERICAN GUILD OF ORGANISTS

Greater Kansas City Chapter

GKCAGO

PO Box 45124, Kansas City MO 64171-8124

www.kcago.com

www.agohq.org

2008 Long Range Planning Committee

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for use by musicians, clergy, and worship or personnel committees.*

INTRODUCTION

To the Employer or Search Committee:

Thank you for taking this INFOPAK: a package of information that the Greater Kansas City American Guild of Organists has developed as a resource for religious institutions in the process of hiring musicians. For those seeking a new musician, this booklet is offered to discern needs, define positions, and build positive relationships. It may also be used as a resource for ongoing evaluation and development of a standing music position.

The worksheets and suggested forms for contracting a musician have been developed over years of experience and can help establish fair and productive employment. Supplemental information may be found on the website of the national headquarters of the American Guild of Organists. www.agohq.org. While the guild assumes no legal responsibility, it encourages articulate expectations agreed to, in writing, by both musician and religious institution.

Members of the American Guild of Organists are bound by a Code of Ethics and guided by a Code of Professional Standards. These organists strive to attain the highest standards of professionalism, integrity, and competence.

ASSESSMENT OF THE MUSIC POSITION

In order to assist you in engaging the musician who will best complement your ministry, consider the following as you build a job description.

1. Skills and/or attributes needed

- Pastoral skills
- Service player who can also play recitals
- Recitalist who can lead services
- Organist or choir director for services only
- Choir director with/without advanced skills
- Organist with/without advanced skills
- Choir director with/without keyboard skills
- Musician who can work equally well with children and adults
- Musician who can utilize the talents of instrumentalists, whether professional or amateur
- Musician with handbell training
- Musician familiar with contemporary worship styles

2. Credentials required

- Certificated member of the American Guild of Organists
- Doctorate
- Master's degree
- Bachelor's degree
- Non-academic training in music
- Seminary training/minister of music

3. Priorities considered

- An experienced musician
- A well-educated musician
- Other

4. Technical expertise required

- Sight-reading ability
- Reading open score
- Knowledge of liturgy and hymnology
- Improvisation
- Familiarity with current technology
- Composition or arranging skills

5. Considerations for the interview process

- Listening to a prospective candidate at his/her current place of employment
- Retaining the candidate to play a service at your facility

WORKSHEET OF JOB RESPONSIBILITIES

	I	II
	Time Per Week	Time Per Week
	<u>Half-Time Position</u>	<u>This Position</u>
Service Planning	3 hrs.	_____
Reviewing scriptural lesson, psalms, sermon topics		
Selection of music		
Development of unique events (church dedication, installation of new clergy, etc.)		
Composition and arrangement of music		
Review of new compositions and editions		
Reading of musical/liturgical articles/books		
Practice and Rehearsal	9 hrs.	_____
Sustaining the growth of technical ability and repertoire		
Reviewing music to be rehearsed, score marking, music purchasing		
Time spent in actual rehearsals: personal (keyboard practice); corporate (choir rehearsals); soloist/instrumentalist (rehearsals)		
Performance	4 hrs.	_____
Regular weekly services		
Seasonal special services/occasional services		
Weddings		
Funerals/memorial services		
Concerts		
Administration	6 hrs.	_____
Program building and recruiting		
Meetings: staff; committee; special events; ecumenical; ministerial alliance		
Music library		Secretarial Duties
Custodial Chores		Instrument maintenance
Correspondence, including emails		
Concert Series		
Articles for church newsletters		
Budget development		
Engaging guest musicians/substitutes		
Pastoral Work	2 hrs.	_____
Maintaining relationships		
Consultation		
Other	1 hr.	_____
Continuing education: private lessons/coaching; sabbaticals; workshops/conventions		
Professional activities/meetings		
Concert planning		
Total	25 hrs.	_____

PLEASE NOTE: In compiling this worksheet, we discovered that a half-time position of 20 hours per week realistically involves an average of 25 hours per week.

SALARY CONSIDERATIONS

The following suggestions are based on 91% of the 2008 national guidelines for organists' salaries. The national salary guidelines with cost-of-living differentials for various regions in the U.S. may be found at <http://www.agohq.org/profession/indexsalary.html>. For updated local salary scales after 2008, please see the local website: www.kcago.com.

Half-Time Position (20 Hours):

It is the recommendation of the Professional Concerns Committee that the annual salary for a half-time position (20 hours/week) be within the range of \$21,544 - \$29,665, commensurate with education, experience, and capabilities [plus an additional 20% (\$4,308 - \$5933) in lieu of health and pension benefits]. The salary offered the principal musician should reflect the priority the church/synagogue places on its music program. Many administrators have determined that a music budget should be no less than 10% of the general budget given the role music plays in worship and building "community." Accordingly, the musician should receive a fair salary based on training, experience, expertise and the extent of the program he or she is to maintain and/or develop. If the Organist and the Director of Music are two different persons, it is recommended they be paid equally.

Full-Time Position (40 Hours):

It is recommended that the salary for a full-time position (40 hours/week) be negotiated with the musician.

SUBSTITUTE ORGANIST

Recommendations for the following substitute fees can be found on the Greater Kansas City AGO website www.kcago.com.

Single service (including warm-up rehearsal)	\$150.00
Single service as organist and director	\$200.00
Additional identical services or rehearsal (not warm-up rehearsal) that does not require additional travel	\$50.00
Rehearsal requiring additional travel	\$50.00

The host organist will provide the substitute with a detailed order specifying all musical moments in the service.

It is suggested that the congregation engaging a substitute musician for a combination of events, including an extended interim position, negotiate an appropriate fee with the musician. This could also include additional compensation for mileage.

WEDDINGS

The Consultation

A wedding is a sacred service reflecting a scriptural view of love and marriage which should be conveyed in the music.

The couple to be married should consult with the resident organist (the musician who plays regularly for worship services of the congregation) six to eight weeks before the wedding service in order to select appropriate music for the service.

Organist for the Wedding

If the resident organist is not available for the wedding, he/she shall provide a substitute organist. If the wedding party requests another or additional organists or instrumentalists to play, such an arrangement should be cleared with the resident organist. In such case, a "bench fee" should still be paid to the resident organist.

It is recommended that fees be paid prior to the day of the wedding.

Fees for Organists and Other Musicians

These are the recommended organist's fees for the Greater Kansas City area.

Wedding and one hour rehearsal	\$250.00-\$350.00
Additional rehearsal with vocalist, instrumentalist, or other musicians (not to exceed one hour)	\$50.00 per extra rehearsal/meeting

A large amount of time goes into planning and preparing music for weddings, beyond the consultation with bride, the rehearsal and the actual wedding. The above referenced fees account for this invisible time.

Fees for other musicians, e.g., soloist or instrumentalist, are at the discretion of the individual musician.

Only competent vocal and/or instrumental musicians should be selected. This can most often be accomplished in consultation with the organist. The organist shall be available to rehearse, not teach, the music.

Music shall be provided by the wedding couple. The music shall be in the proper keys and presented to the organist several weeks in advance. Photocopies are illegal and, therefore, not acceptable.

The Rehearsal

Rehearsal should begin at the appointed time and not require more than one hour of the organist's time.

Music at the rehearsal should be limited to the Processional and Recessional. It is not necessary for other musicians to be present unless they also are involved in the Processional and Recessional.

FUNERALS AND MEMORIAL SERVICES

Recommendations for the following substitute fees can be found on the Greater Kansas City AGO website www.kcago.com.

Funeral or memorial service (generally including rehearsal with vocalist or other instrumentalist, not requiring additional travel) \$150.00

The resident organist should have the prerogative of playing all funeral/memorial services in the church or synagogue setting. If the resident organist is not available for the funeral/memorial, he/she shall provide a substitute. If those planning the service request another organist to play, it is a courtesy to clear such an arrangement with the resident organist.

If a funeral home is involved, a clear understanding must be reached between the organist and the funeral director as to the payment of the organist's fee.

The guidelines for obtaining other musicians for weddings also applies to funerals.

Funeral/memorial service music should complement a sacred service. Previous wishes of the deceased and of those planning the service should be considered as much as possible by either the resident organist or a substitute.

American Guild of Organists
Greater Kansas City Chapter
PO Box 45124
Kansas City, Missouri 64171-8124

Date: _____

COMMITTEE WORKSHEET FOR INSTITUTIONAL RECORDS
Description of Music Position

Name of Religious Institution: _____

Address: _____ Denomination: _____

_____ Number of Members: _____

Person responsible for hiring: _____

Title: _____

Address: _____ Phone (Day) (____) _____

_____ (Evening) (____) _____

I. The Position and Facilities

1. Position to be filled: () Organist/Director () Organist only () Director only
To begin: () As soon as possible () Specific date _____

2. List the days and times of the regular service(s) per week in which the organist and/or director would be involved.

3. List any extra services in the year in which the organist and/or director would be involved (Christmas Eve, Holy Week, Rosh Hashanah, etc.).

4. Choir(s) presently established (indicate which rehearsals organist-only candidates would be expected to attend):

() Adult – Rehearsal day and time _____ No. members _____

No. paid singers, if any _____

() Children – Rehearsal day and time _____ Age range of members _____

() Other: _____ Rehearsal day and time _____ No. members _____

5. Musical styles used in worship:

() Classical () Psalmody () Contemporary Christian

() Eclectic () Folk () Gospel

6. Desire expansion of music program?

() Yes () No

If yes, what kind of expansion is desired? _____

7. Name of previous musician: _____

8. Annual operating budget: \$ _____ Total music budget: \$ _____

9. Is there a concert series? Yes No

If yes, how is it funded? _____

10. The organ:

Manufacturer _____

Pipe organ, mechanical (tracker) action Pipe organ, electric action Electronic

Approximate age: _____ Condition: _____

No. of keyboards: _____ No. of stops: _____

Are there plans to rebuild or replace the organ? Yes No Maybe

11. Other instruments:

Pianos

In worship space

Manufacturer: _____ Condition: _____ Age: _____

Grand Upright

In rehearsal space

Manufacture: _____ Condition: _____ Age: _____

Grand Upright

Handbells

Manufacturer: _____ No. of octaves: _____ Condition: _____

Age: _____

Percussion (i.e. Orff instruments) _____

Other _____

II. Salary and Benefits

1. Amount of time required per week (see worksheet): 40 hours 30 hours 20 hours 10 hours

2. Benefits (check if applicable, amounts not required):

Health insurance (_____ % paid by institution) Life insurance

Sick leave Retirement/pension plan Unemployment

Employer's portion Social Security

Housing allowance Car/travel allowance

Book/music allowance AGO membership dues

Continuing education funding Study/professional leave

Teaching privileges

Other: _____

SAMPLE AGREEMENT FOR EMPLOYMENT

This is a sample document for creating your own contract. It should be used only as a suggested guideline. Although recommending a written contract between musician and institution, the American Guild of Organists assumes no legal responsibility.

Date: _____

Name: _____

Title of Position: _____

Name of Institution: _____

Institution Representative: _____

Effective on _____ (date), and until the termination of agreement as hereinafter provided, _____ (employee) shall act as _____ (job title) for _____ (institution).

The above named person shall have the following duties and responsibilities:

1. Provide organ music and/or direct the choir(s) at the service(s) regularly scheduled on _____. Select appropriate organ/choral music for each service.
2. Provide organ and choral music for the following additional services during the year: _____
3. Have responsibility for leadership of the following choirs: _____
4. Rehearse once weekly (or as otherwise specified) with each of the choirs. During the summer months the choir schedule shall be _____
5. Cooperate with the clergy and/or the music committee in the area of general planning and leadership of the institution's music program. Be directly responsible to _____
6. Be responsible for the purchase of all necessary music and music supplies and the hiring of instrumental and vocal soloists. Expenditures in this area shall not exceed the amount provided in the budget. The budget in the coming year for these expenses is \$ _____.
7. Be permitted to use the facilities of the institution (organs, pianos) for private teaching. Times of lessons and use of facilities must be scheduled in advance through the office so as not to conflict with needs of the institution. Students who use the organ are expected to pay a fee to the institution which shall be \$ _____ per hour.
8. Report to the appropriate committee the condition and needs for the maintenance of the organ(s) and piano(s).
9. Perform at all weddings requiring organ music held within the institution. The services of other organists may be used only with permission of the Resident Organist. For a short program of organ music preceding the wedding ceremony and performing at the wedding ceremony, the church-approved fee shall be \$ _____. For attendance at the wedding rehearsal, the church-approved fee shall be \$ _____. Additional remuneration shall be made for special music, or if attendance at extra rehearsals is required.
10. If available, provide music for funeral services held within the church or synagogue. The church-approved fee for such a service shall be \$ _____.

In consideration of the foregoing, the named institution shall agree to the following obligations/ responsibilities:

1. A salary of \$ _____ per year shall be provided, payable _____ and reviewed annually at the time of preparation of the institutional budget in order to consider adjustment due to cost of living, merit and longevity and/or proper reflection of further educational credentials or additional duties on the part of the musician.
2. Annually the institution shall pay the musician's dues in the Greater Kansas City AGO professional organization.
3. The clergy and/or appropriate committees of the institution shall cooperate with the musicians in the area of general planning and leadership of the institution's music program. The committee so involved is _____.
4. The institution shall provide funds for the proper care of organ(s), piano(s) and other instruments.
5. Guest organists or recitalists shall not be engaged to perform musical functions without prior approval by the Resident Organist.
6. The musician shall be granted minimum vacation time (with full salary) of four weeks annually, and shall assist the institution in arranging for a substitute.
7. The musician shall be eligible for 15 days sick leave per year (including four service days). (This is for a primary responsibility position.)
8. The institution shall provide the following fringe benefits for the above named person and family: group health insurance, major medical insurance, pension plan, continuing education, life insurance and Social Security. These benefits shall take into account the person's needs and be commensurate with the benefits received by the other employees of the institution.

Termination:

This contract may be terminated by either party, provided written notice is given ninety (90) days prior to the date of termination.

Signature and Title of Institution's Representative

Signature of Musician

CODE OF ETHICS

Revised by the National Council on April 16, 2007

Preamble: The purpose of the American Guild of Organists is to promote the organ in its historic and evolving roles, to encourage excellence in the performance of organ and choral music, and to provide a forum for mutual support, inspiration, education, and certification of Guild members. Voting members are entitled to enjoy the privileges and are expected to accept the responsibilities of membership in the Guild. Members shall be considered equally for Guild offices and participation in Guild activities. These are the rules that shall be considered binding upon all voting members in good standing.

RULE 1. Members shall promote good working relationships within the American Guild of Organists and shall respect the employment of colleagues. Members shall address differences between themselves and other members by following the procedures outlined in the *Discipline*.

RULE 2. Members shall not seek or appear to be seeking employment for themselves, a student, or a colleague, in a position held by someone else. Members shall apply for employment only for a position which the employer, with the knowledge of the incumbent musician, has officially and publicly declared vacant by announcement of the vacancy.

RULE 3. In cases pending under the *Procedures* or in cases where the National Council has determined that a position has been made vacant by wrongful termination of a member of the American Guild of Organists, members shall not seek or accept regular or permanent employment for themselves, a student, or colleague at the Institution until the National Council is satisfied that differences between the Guild and the Institution have been resolved. Interim services may be provided for a period of 90 days.

RULE 4. Members shall obtain the approval of the incumbent musician before accepting an engagement for a wedding, funeral, or other service requested by a third party. In such cases, the incumbent should receive his/her customary fee, and the third party is expected to provide it. It is the responsibility of the guest member to inform the third party of this rule. Members are advised to protect themselves as incumbents in this regard by negotiating employment contracts which secure these fees and which provide some responsibility, oversight, and control as to choice of music, etc.

RULE 5. Members shall conduct professional activities with truthfulness, honesty and integrity, and shall maintain sensitivity in matters of a personal or confidential nature.

RULE 6. Members shall not discriminate against others on the basis of race, national origin, age, religious affiliation, gender, marital status, sexual orientation, disability, or medical condition (including, but not limited to, Acquired Immune Deficiency Syndrome).

CODE OF PROFESSIONAL STANDARDS

Approved by National Council 7/02/00, as amended 4/16/07

Skills:

- i. Members develop and maintain skills in performance, improvisation, service playing, conducting, arranging, and composing commensurate with their duties.
- ii. Members stay abreast of current developments in liturgy, hymnody, performance practice, and musicology through continuing education.
- iii. Members become knowledgeable in the liturgy and worship traditions of the institutions they serve.
- iv. Members acquire business, administrative and interpersonal skills to perform their duties.

Employment Matters:

- i. Members agree to employment only after reaching a clear understanding of the position, the employer's expectations, and the lines of accountability.
- ii. Members request written contracts that protect employee and employer.
- iii. Members maintain courteous and respectful relationships with other staff members and members of their congregations, making an effort to resolve potential conflicts as soon as they become evident.
- iv. Members address differences with employing institutions through appropriate channels, including, but not limited to, their contract, the institution's personnel policies manual, and the Guild's Procedures for Dealing with Complaints about Termination

Respect for Colleagues:

- i. Members supervise other musicians in a professional and courteous manner.
- ii. Members respect the intellectual property rights of composers, authors and publishers by complying with the Copyright Law and licensing requirements regarding reproduction, recording, distribution, broadcasting and performing rights.
- iii. Members address differences with other members of the American Guild of Organists by following the procedures outlined in the Discipline.
- iv. Members do not discriminate against others on the basis of race, national origin, age, religious affiliation, gender, marital status, sexual orientation, disability, or medical condition (including, but not limited to Acquired Immune Deficiency Syndrome).
- v. Members do not use AGO affiliation or membership information publicly (except for biographical purposes) to endorse, for commercial advantage, the financial and business goals or the products and services of others or to further any political goals.

FORM TO ADVERTISE ORGAN POSITION

Please mail to: GKCAGO Placement Chairman, P.O. Box 45124, Kansas City MO 64171-8124

For a timely transmittal, please see the local guild's website www.kcago.com/contact.html and send an email to the Placement Officer or the Dean of the chapter. Be sure to include the following information.

Name of Religious Institution: _____

Address: _____

Denomination: _____ Number of Members: _____

Description of the position: _____

Person responsible for hiring: _____

Title: _____

Address: _____

Email: _____

Phone: Day (____) _____ Cell (____) _____

Evening (____) _____

PERMANENT DINNER RESERVATION

() I request a permanent reservation for _____ dinner(s) at each meeting. I agree to pay (\$9.00) at each dinner meeting, and understand I am responsible for the cost of my meal if I do not cancel my reservation prior to the announced and published deadline.

MEMBERSHIP FEES

(All fees except Chapter Friend are established by the National Council)

VOTING MEMBERSHIP [most especially, but not exclusively, organists and choral conductors]

- () Regular..... \$88
- () Special [over 65, under 21, or disabled]..... \$64
- () Student [Full-time students (provide photocopy of school ID)]..... \$36
- () Partner [Second member living at same address; share magazine] \$64
- () Dual [primary chapter: _____]..... \$35
- () Student Dual [primary chapter: _____]..... \$14

CHAPTER FRIEND [NOT an organist or choral conductor; a friend who supports the purposes of the Guild; local level only. Entitled to Chapter newsletter, admission

() to all programs, including ticketed ones. No voting rights]..... \$27

CONCERT SERIES CONTRIBUTION

- () Sponsor \$500 () Patron \$100 () Donor \$50
- () Benefactor \$250 () Contributor \$75 () Friend \$25

List name(s) of contributor(s) on programs as follows:

DIRECTORIES WILL BE MAILED TO ALL MEMBERS
Extra Directories: \$2.00 each

Please make your check payable to GREATER K.C. AGO

Return completed form and your check to: Membership Fee \$_____

Deborah Lynch, Registrar Concert Series Contribution... \$_____

8446 Tomahawk Rd.

Overland Park, KS 66207-1549

Extra Directories ___@ \$2.00 \$_____

Questions?

913-642-0449 dlynch2@kc.rr.com

Amount of Check enclosed..... \$_____

I agree to abide by the AGO Code of Ethics: _____

Signature

Date