

# REMUNERATION FOR LAY STAFF WITHIN THE LITURGY AND MUSIC TEAM

## AIM

To produce guidance on fair principles and procedures for determining the remuneration package of musicians and other members of the liturgical team.

## BACKGROUND AND OVERVIEW

1. The issue of appropriate remuneration for Cathedral musicians has been a recurring item on the agenda of the Cathedral Organists Association for many years. The COA has focussed on this issue through an internal survey of salaries, carried out at irregular intervals. The last survey was in 2005. The general trends revealed will be discussed more fully later in this document, alongside the information gathered by CAFA (The Cathedrals' Administration and Finance Association).
2. The Incorporated Society of Musicians published the final report of the Organists' Working Party in 1995. Although its recommendations about general salary levels seem not to have been widely adopted as a benchmark, they helped to challenge assumptions about the level at which salaries should be set. Their recommendations about additional fees for weddings and funerals have been more widely adopted.
3. The RSCM has made recommendations about the payment of parish musicians for many years. As an extension of this work that John Harper prepared a paper about a possible reward framework for cathedral musicians, which was presented to CLAM as work in progress but not endorsed for wider circulation. Although it dealt with a number of broad principles, the paper included a salary spine. Much of the discussion of the paper focused on the financial implications of adopting such an approach – this may have stood in the way of a proper consideration of its underlying methodology. There were additional concerns that benchmark comparison with the post of public school director of music ignored the diversity of practice and expectations across the cathedral sector.
4. This present paper also addresses concerns about recruitment and retention of cathedral musicians at all levels. Some have left the cathedral world to find employment as choral, orchestral or operatic conductors, as accompanists, as directors of music in independent schools, or to take on freelance careers. Like other professionals, musicians are generally aware of the levels of remuneration offered in other areas of work for which they have the relevant training and it is inevitable that they will make comparisons. However, while financial reward is often singled out, other key issues include job satisfaction, the changing balance of musical and administrative activity, and the extent to which directors of music (along with other employees) feel they are a valued and respected part of the team that sets the cathedral's larger agenda.
5. More recently, there has been growing unease about the widening disparity between the remuneration offered for different kinds of lay posts in cathedrals. While this inconsistency is most striking in comparisons between the remuneration offered by different cathedrals for similar duties, there also seems to be a widening of differentials within individual institutions. Where market forces have led to an increase in salaries in some areas (for example, senior managers and fund-raisers) other groups may have found themselves left behind. Within the liturgical team, alongside equitable rewards for the musicians, there is a further concern about the remuneration of vergers. The parent body of the head vergers, the Deans' Vergers conference, has not raised these issues in the same way as the COA. In general,

vergers seem not to have sufficient representation in discussions about matters relating to their terms and conditions of employment.

6. The increased differentials that result from the appointment of an extended team of lay managers, with levels of remuneration competitive enough to attract people with the relevant skills from other sectors, compared with salaries paid to existing staff, can be particularly significant for cathedral musicians, vergers and others who work in a liturgical context, whose own remuneration packages may be based on practices that have grown up over many years rather than on current market forces. In any case, it is not always easy to find an appropriate comparison for liturgical cathedral posts outside the sector. As a result, existing packages of remuneration may no longer be realistic or equitable.
7. The financial issues are only a specific indicator of a more general concern. Those managers who adopt normal working patterns will experience the cathedral mostly during office hours and may have only a superficial awareness of the work undertaken by the musicians and other members of the liturgical team in the evenings and at weekends. In this way, different cultures start to emerge. From both sides, it is necessary to take steps to ensure that different ways of thinking about the cathedral enterprise retain a shared understanding of the cathedral's core purposes.
8. In making comparisons, it is important not just to look at salaries but to evaluate the total package of remuneration, including housing, pension provision, payment of expenses and other benefits, and to allow for any flexibility to take on other paid professional work. In this area, cathedral musicians have grown used to greater latitude than most employees are allowed. This needs to be considered when comparing the posts within the music department against other cathedral positions. Conversely, some posts, particular those concerned with fund-raising, may carry a greater level of contractual obligation in terms of results and accountability than has been normal in the cathedral context. As a consequence, an attractive rewards package may need to be offered to compensate for the relative lack of security of tenure.
9. Although this paper grows out of concerns first voiced in the COA, it sets the discussion in a wider frame of reference in order to understand the underlying issues more fully. The guiding principles of the report are about increasing levels of fairness and consistency within single organisations and about more open consideration of discrepancies between cathedrals. While its recommendations focus on those employed in the music and liturgy team, the guiding principles of fairness and consistency suggest the adoption of a similarly principled approach across the Cathedral team as a whole.
10. Limitations in the available funding for salaries should not be used as an excuse to avoid a principled review of lay remuneration. Indeed financial strictures make it essential to establish clear priorities and to be honest and realistic about what is possible. Such clarity helps to set objectives for future funding needs. Some cathedrals have made a principled review, set out their long-term objectives and then staged the financial changes over a period of time – this seems preferable to retaining the *status quo* on the basis that insufficient funds are available.
11. It is important to realise that the introduction of a principled salary review will raise issues that that are may prove difficult to resolve, particularly if terms of employment have developed on an *ad hoc* basis over a long period of time. As an interim measure, it may be possible to balance different factors in a remuneration package in terms of housing, flexibility of working hours, pension provision, health care and other elements, or even to acknowledge that what is on offer does not

amount to competitive remuneration for full-time employment, and make set up appropriate terms of employment to reflect this.

The paper now considers some specific issues in more detail.

## VOCATIONAL ISSUES

12. When concerns have been raised that the benefits available to cathedral musicians, and the overall regard for the profession, are no longer sufficient to attract and retain the best practitioners, or that talented organ scholars are looking for more conventional (and more financial rewarding) careers, keeping their musical activities for their spare time, it is often suggested that the decision to become a Cathedral musician should be based on a vocational commitment.
13. The assumption (either explicit or implicit) that some cathedral posts are more vocational than others needs examination. It is clearly important to have a strong fit between the aptitudes and attitudes needed for a job and the post-holder. Those who choose to work for the church, particularly in support of the central liturgical functions, often do so because they feel drawn to work in this particular environment. For such posts, the 'fit' will extend beyond demonstrable professional competences to a deeper identification with the core values and purpose of the organisation. However, this should not be used to excuse a complacent approach to the issue of appropriate remuneration. It is perhaps more reasonable to assume that the vocational aspect will be reflected in the way in which the job is carried out, the willingness to 'go the extra mile' than in a fundamental assumption that those who choose to work for the church should make financial sacrifices on behalf of themselves and their dependents.
14. As the working environment changes, those who have previously accepted that the reward structure reflects a certain vocational element can easily become disillusioned if management posts are created that seem to offer higher financial benefits and greater status within the organisation. The suggestion is sometimes made that frustrated employees should simply look for work elsewhere but, once a career path is chosen, expertise and experience starts to become increasingly relevant to that sector and it is not necessarily easy to move into another area of activity. In any case, cathedrals need to find ways to retain those who have the most to offer, not just professionally but in building the life of the community.

## CLERGY REMUNERATION

15. As a background, it is useful to have some understanding of clergy remuneration, not least in order to understand the assumptions and expectations that clerical members of Chapter may bring to the discussion about the remuneration of lay staff. In 2001, the Clergy Stipends Review Group produced a substantial report to General Synod entitled *Generosity and Sacrifice*. Some of the general principles and issues that emerge from the report translate directly into the lay context. The report expresses a concern for some level of stipend coherence, while allowing for local flexibility, in order to facilitate mobility and deployment, and recommends a benchmark for determining the stipend.<sup>1</sup>
16. *Generosity and Sacrifice* recognizes the need for a more professional approach to conditions of service among the clergy, which has now been met in recent clergy terms of service. It also proposes a new way of estimating the value of the housing

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<sup>1</sup> Preface p. v

element of the remuneration package – this is a proposal that needs further discussion and clarification.<sup>2</sup>

17. *Generosity and Sacrifice* is quite specific that pay should be related to the post, not to personal circumstances.<sup>3</sup> This establishes an important point of principle, particularly where the housing element is part of the whole remuneration package.
18. Some recommendations relate more specifically to the clergy and especially to the vocational aspect of the role. The first is that comparison with professionals in the secular world ‘does not in itself imply that comparable remuneration should be paid.’<sup>4</sup> In other words, the decision to make a comparison with another employment sector does not inevitably lead to the adoption of its levels of remuneration. *Generosity and Sacrifice* makes it clear that, for clergy, the vocational aspect of the job does lead to some financial sacrifice and it attempts to evaluate this. This CLAM paper suggests that financial sacrifice based on vocation should not be a basis for determining lay staff remuneration in cathedrals.
19. The second is that ‘differentials, where paid, should be modest.’ In other words, a bishop is not to receive vastly more than a parish priest. This suggestion is, of course, somewhat counter-cultural in the wider context of secular employment. This paper would encourage cathedrals to be fair and generous in their provision for lay staff, rewarding not only commitment and hard work but also recognising the need to provide appropriately for the well-being of all those for whom they are responsible.
20. New terms and conditions for clergy were being introduced at the time the final draft of this paper was approved, with the aim of securing greater uniformity, known as Common Tenure.<sup>5</sup> Although this paper does not attempt to review the legislation in detail, guiding principles such as fairness, consistency, clarity about expectations and responsibility, supported by processes for review and professional development, are common to both pieces of work. It is hoped that the new arrangements will help to bring a greater mutual understanding as lay and ordained staff work alongside each other and use their skills in a complementary way – a particular feature of cathedral life at its best.
21. As a point of reference, mention is made here of the salary scales for the National Church Institutions staff, where there is equality of pay between laity and clergy and little provision of tied housing. This is has nine bands. Bands 9–7 are for jobs requiring few qualifications; 6 is secretarial; 5 administrative and is paid to those (typically graduates) with more executive responsibility; Band 4 provides for those with some managerial responsibility for other staff; Band 3 is used for National Officer and equivalent posts; Band 2 for senior administrative/executive posts; while Band 1 is reserved for senior appointments. For the sake of comparison, most of the salaries recently advertised for appointments as Chapter Clerk or Diocesan Secretary would fall within bands 1 or 2. Beyond Band 1 is a further band of undisclosed senior salaries.

## THE IMPACT OF SENIOR LAY APPOINTMENTS IN CATHEDRALS

22. There is a parallel situation in cathedrals whereby, during recent years, more senior lay appointments have been made at significantly higher salaries than those paid to clergy (this ignores other benefits, of course). While, in some places, this may apply

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<sup>2</sup> Preface p. v

<sup>3</sup> Preface p. ix

<sup>4</sup> Preface p. x

<sup>5</sup> Ecclesiastical Offices (Terms of Service) Measure 2009

only to a single administrator, in others there are management teams with more generously remunerated posts than cathedrals had previously offered.

23. In many ways, the salaries, terms and conditions for these posts are much closer to those of the general market, though most managers moving into the cathedral or charitable sector do take a significant pay cut. Following a number of appointments of this kind, market economics have taken hold, and cathedrals have increasingly felt the need to prioritise financial resources in order to attract appropriate members of staff to key administrative and fund-raising posts. Existing employees may find that their own remuneration no longer compares fairly with the rewards offered to more recent recruits. However, it must be remembered that this situation may look somewhat different if elements other than the salary are taken into account.
24. This paper provides an opportunity to raise awareness of the levels of remuneration offered to other cathedral employees, focussing here on those responsible for the liturgy. Alongside the concerns raised by the COA, it is clear that the remuneration offered in recent advertisements for vergers and head vergers, is widely divergent. At the lower end of the remuneration scale, there is considerable cause for concern.
25. *Generosity and Sacrifice* includes a comment with which many more modestly paid Cathedral employees would concur: 'a workforce with low morale and poor pay will be a disincentive to recruitment and retention even if financial reward is not the principal determining factor in such vocations.'<sup>6</sup>

## SALARY SURVEYS

26. In order to supplement general awareness of trends in the levels of remuneration offered in cathedrals and elsewhere, it is invaluable to have some hard financial information. Over the years, the COA surveys have gathered data relating to the salary and provision of housing for directors of music. CAFA carries out more inclusive surveys of lay staff salaries but this information has normally only been available to the CAFA membership.
27. The most recent COA survey, in 2005, attempted to gather more comprehensive information about all members of the music team, as well as information relating to administrative support for the music department. In many ways, it was perhaps over-ambitious and the difficulties of collating and interpreting all the significant data were considerable. The value of the exercise was significantly reduced because a number of institutions decline to take part. These include a number of cathedrals where it is widely known that the remuneration is above the average level. It is understood that this limitation also applies to the CAFA survey. In any case, such surveys only act as a kind of internal benchmarking. At worst, they can be used as the excuse for keeping the levels of remuneration offered by cathedrals at a lower level by creating a kind of ring-fenced market. This is especially likely where no clear job equivalent exists in the secular world.
28. As a result of recent competition legislation, professional bodies such as the ISM have become reluctant to make recommendations about professional fees for church musicians, though they still monitor trends by looking at data in broad bands. This has led to unease about whether it is legitimate for cathedrals to make comparative surveys of salaries as they have done in the past. Cathedrals have also realised the need for caution about sharing specific financial information.
29. Nevertheless, a good deal of information comes into the public domain when posts are advertised and previous COA surveys reveal some clear trends. In the past ten years or so, a significant group of cathedrals has emerged where salaries for one or

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<sup>6</sup> Para 2.67

two members of the music team have broken through the barrier of parity with clergy scales, which had for many years been a goal for the COA.

30. This may result from internal comparisons with other senior lay staff or with greater awareness of the levels of remuneration available to musicians elsewhere, including in education, so that clergy scales are less likely to be used as a reference point. Indeed, it has become increasingly clear that comparison with clergy scales may be unhelpful or inappropriate. Freezes in clergy remuneration and the difficulty of assessing the complex set of benefits offered to clergy (including taxation benefits, benefits in kind, pension, and help towards the provision of housing on retirement) make this a very problematic benchmark. This paper suggests that a new approach is needed.
31. Nevertheless, there is still a significant group of cathedrals, including places where the musical standards and expectations are high and the work load considerable, where the salaries have stuck at something close to those paid to cathedral clergy. Here, the goal of parity may have become a barrier to more competitive levels of remuneration in terms of the market as a whole. This is likely to have a detrimental effect in the long-term.
32. Although the biggest revisions to remuneration packages have often occurred at a change of post-holder, individual members of the COA have sometimes used the information contained in surveys to monitor the relative remuneration of colleagues and to make the case for appropriate adjustments. As a result, the remuneration offered to most cathedral directors of music in England is at a level that makes possible a reasonable standard of living, even if greater financial rewards and more recognition of developing professional experience may be on offer elsewhere. Although there has been a considerable 'knock-on' effect in terms of other members of the music department, the rate and extent of change has been much greater in some places than others. In general, a more comprehensive approach is needed.

## EXPANSION OF CATHEDRAL LITURGICAL AND MUSICAL ACTIVITY

33. During the last twenty years or so, the amount of activity generated around the liturgical and musical activity of many cathedrals has significantly increased. This is apparent in the growing number of special services, concerts and other events. This makes demands on all members of the liturgy and music department, including those responsible for the organisation and administration of this activity.
34. Some of these developments create pressure that falls mainly on the music team. Most cathedrals have started additional choirs, engaged in educational outreach, taken on board the demands of tighter child protection and HR legislation, and responded to the greater expectations of choir parents in terms of involvement, feedback and accountability. Because change tends to be gradual and incremental, there may be a significant increase of expectation over a period of time which is not properly acknowledged. Terms and conditions of employment may not reflect additional duties and responsibilities.
35. We have already noted that the most substantial re-definition of expectations, and corresponding terms and conditions, tends to occur with the change of post-holder. Since some cathedral posts tend to change much less frequently than in the market as a whole, such an evolutionary system has led to significant discrepancies in terms of conditions of employment between cathedrals with comparable duties and expectations.
36. This paper suggests that periodic review is desirable to check that the arrangements are still appropriate from both sides. On the one hand, musicians may become frustrated when an increase in cathedral-generated musical activity reduces the

opportunities to take on other professional work. On the other, there may be legitimate reservations that musicians who have been engaged on a basis which was agreed to reflect 'full-time' employment, are given leave of absence to carry out other professional work, or receive additional professional fees for duties carried out in agreed working hours.

37. All this reveals the need for greater clarity and principled negotiation and for the whole package of remuneration and terms and conditions to be taken into account.

## FACTORS FOR CONSIDERATION

### Value of the whole package

#### *Housing*

38. The single factor which most confuses issues of comparability is the value of any housing element included in the package. However problematic, it is essential to find some way of assessing this in order to make sense of external or internal benchmarks, and to make fair provision for colleagues doing the same or similar jobs, especially if some of them are housed by the cathedral while others receive housing allowances.
39. There is no consensus about the underlying question of whether the provision of housing is desirable. Some would argue strongly for arrangements that allow some element of personal choice in this matter, which can be of fundamental importance to the quality of personal and family life. Others feel equally strongly that cathedrals should aim to be in a position to offer suitable housing for musicians (director of music, organists and singers), vergers, or other cathedral employees, and should think carefully before they allow this to be eroded so that individuals can make their own choices about accommodation. Those who hold this view point out that, in many cathedral cities, realistically priced housing within walking distance of the cathedral is at a premium. It is easier to maintain the arrangements that allow for the provision of appropriate accommodation 'for the better performance of the duties of the post-holder', than to re-establish them once they have lapsed.<sup>7</sup>
40. Accommodation is a normal part of the provision for the clergy and, as a consequence, the report *Generosity and Sacrifice* considers in detail a number of ways of evaluating the housing component. The final recommendation uses calculations based on the annual costs of purchasing a detached house, less a 25% reduction for the disadvantages of living in tied accommodation. This formula cannot fairly be applied without further examination. Cathedrals are constrained by the housing stock available and often seek to allocate accommodation for lay staff based on an informal assessment of their domestic needs. This can mean that someone with a large family receives a bigger house than a single person. This runs against one of the principles of the *Generosity and Sacrifice* report that the remuneration package should be related to the post, not to personal circumstances (see para 17 above). The value of the housing component cannot be ignored in assessing the package. For instance, if individual lay clerks or vergers are offered accommodation based on their family circumstances they may, in effect, be receiving a different level of total remuneration for doing the same job. A moment's consideration will show that no one would consider adjusting salaries in this way.
41. Any comparison with the clergy package also needs to take into account the arrangements to assist clergy with the purchase of retirement homes, which are not available to lay cathedral employees. Another factor to consider is the extent to

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<sup>7</sup> One cathedral has recently reinstated a tied house using the concept of 'grandfather's rights' which allow for the argument that tied housing had previously been made available for the better performance of duties.

which the post holder is expected to use the property to provide hospitality for individuals or groups. While this may increase the need to provide suitable and convenient accommodation, it reduces the benefit in terms of accommodation for the post-holder and household members.

42. Another way to assess the value of housing might be based on the rental value of the property. This has the advantage of certain objectivity and could help to establish the relative values of property in a particular area. It also reflects the fact that those living in tied accommodation have no financial interest in the capital value of the property. However, other more negative factors need to be taken into consideration – eg the running costs of being required to live in a large property; the lack of personal choice about the accommodation and its location; and the long-term disadvantage of living in tied accommodation while receiving a reduced salary, thus leaving insufficient available funds for the post-holder to make a long-term investment in property or to plan for retirement.
43. While there is no easy solution to this, this report recommends that some sort of consistent system of evaluation is used, at least within each cathedral. If a housing allowance is offered as an alternative it should be realistic. As has already been suggested, the consequences of dispensing with the arrangements to offer accommodation as a tax free benefit 'for the better performance of the post-holder's duties' need to be considered carefully.
44. This paper offers two other approaches for further consideration. In the first, realistic and fair salaries would be calculated for all staff. Certain post-holders would be encouraged 'for the better performance of their duties' to take some of this salary in the form of housing, subject to availability. This would allow different kinds of housing to have an acknowledged financial value as part of the package. This valuation would need to reflect the disadvantage of living in accommodation in which the post-holder has no long-term capital interest, and the lack of provision at the end of the term of employment.
45. The second suggestion is that cathedrals, perhaps in partnership with the diocese, should consider offering to buy property on a part-ownership basis with members of staff. At the end of the period of employment, the cathedral would buy back the share of the member of staff at the current market rate. This could enable cathedral staff to live in appropriate housing close enough to the cathedral to assist them in carrying out their duties, while giving them a share of the capital value of the property and making it easier to move into the housing market on change of post or retirement. Admittedly the fluctuations of the housing market at the time this paper was prepared make this a less attractive proposition than when property was a safe investment. Nevertheless, it may be worth consideration, especially in those parts of the country where property prices near the cathedral are out of reach.

#### *Pension arrangements*

46. Pension arrangements are very difficult to compare but, where figures have been given in surveys, it is clear that there is wide divergence across cathedrals. Clergy pension packages seem to be significantly more generous than those commonly offered to lay workers. Cathedral employees with tied housing and low salaries, including many vergers and some musicians, frequently come out with the worst overall deal since the funds available for investment in a pension scheme are a small percentage of a small salary. This complex issue goes beyond the remit of this paper but we suggest avenues for further exploration. First, greater consideration should be given to pension arrangements that can be transferred from one cathedral employment to another. Secondly, this report suggests that the level of the employer's pension contribution should be set so that it takes account of the fact



that the salary element may only be a portion of the remuneration. It should aim to provide an equivalent pension provision to other employees with equivalent levels of responsibility.

*The nature and extent of full time duties*

47. The terms and conditions offered to directors of music and their assistants should provide a helpful framework for establishing the time expectations of a job which includes many duties that happen outside office hours. One possible parallel is to make a comparison with the ten morning and afternoon sessions of three-and-a-half to four hours that make up the 'normal' working week of other employees. On this basis, it is clear that many directors of music work well beyond the thirty-five to forty hours contracted for some other lay employees. The approach traditionally favoured is to allow for negotiated flexibility and additional holiday allowance. Where there is proper awareness and a mature approach on both sides, this may provide the best solution.
48. The duties and expectations of clergy are similarly open-ended and, where clergy have managerial responsibility, they may be well-placed to take a responsible yet flexible view of the situation. However, it is increasingly common for the terms and conditions of cathedral employees to be determined by professional managers and HR professionals. If they have little experience of the cathedral world, fundamental misunderstandings can emerge, on both sides, about the expectations and assumptions of those whose working patterns are determined by the liturgical life of the cathedral.
49. The historical perspective may be instructive. A century or more ago, a musician such as Bairstow at York Minster had a busy life as a musician in the community, with his cathedral remuneration forming only part of his musical income. To some extent, that attitude has continued into a world in which cathedrals employ their musicians full time. A frequent source of tension can be created by the extra (usually paid) work which many musicians undertake. If there is no clear understanding about the time to be spent on cathedral duties, both in terms of the total time and specific duties to be carried out in a specific place at a specific time, there is no corresponding clarity about what constitutes the employee's 'own time'.
50. Cathedrals have responded very differently to this situation. Some have taken the view that outside work brings benefits not just to the musician but to the quality of the work they then carry out for the cathedral. The outside work can act as a form of continuous professional development. Positive benefits for the cathedral may arise from the network of contacts within the musical and wider community. Some appointments offer this kind of flexibility at the outset, recognising that the package they can realistically offer is not an adequate remuneration for someone of high musical skill. Other cathedrals have adopted a more procedural approach, seeking clear systems of accountability.
51. Certainly, the flexibility to carry out additional professional work needs to be agreed and monitored, and proper arrangements should be put in place for the maintenance of proper musical standards if the post-holder is absent. In those circumstances where the remuneration offered for a 'full-time' package is acknowledged to be inadequate, it is still necessary to have a clear understanding about the basis on which musicians may be released from cathedral duties in order to undertake other professional work.
52. A clear understanding of what is reasonable and realistic both for the cathedral and for the employee should provide the basis for a successful professional relationship, supplemented by negotiation about those areas where additional flexibility is

sought – from both sides. In addition, there should be a proper mechanism for review and discussion if either side feels the overall balance has shifted significantly.

53. Underlying all of this, there has to be an understanding that any salaried post carries with it certain obligations, some of which may run counter to the instincts of some musicians who, as a result of their temperament and training, may be instinctively independent and entrepreneurial. As has already been suggested, a number of cathedrals have acknowledged the benefits to both cathedral and post-holder if a certain level of freelance activity runs alongside the salaried appointment. However, this demands a responsible attitude on both sides. It may be helpful for all concerned that the way in which this balance is negotiated and maintained is not only well understood but agreed in writing – not least so that a change of Precentor, Chapter Clerk or Dean does not result in a challenge to previously well-understood practices.

#### *Fees*

54. Arrangements for the payment of additional fees have evolved over time, so that current practice is often the result of older habits and working practices. Additional fees for weddings and funerals normally continue to be an additional source of income in standard contracts for church organists on the basis that the employee is part-time, and the duties are carried out at times for which the employee is not normally engaged. In such circumstances it seems clear that additional duties should attract additional fees. Within the cathedral situation, for example, such an approach would normally apply when the lay clerks, as part-time employees, are asked to sing at a wedding or funeral.
55. However, if the director of music or organist is being paid full-time, and the total remuneration package really reflects this, some clergy and administrators have argued that it is not fair or reasonable for these musicians to receive additional remuneration for work carried out during normal working hours. The counter-arguments are that the additional work makes it necessary to re-schedule the work that has been displaced, perhaps into non-contracted time, or that the special musical requirements demand additional preparation beyond the time spent carrying out the duty. It is important that the initial contractual negotiation sets some sort of framework for this. In practice, however, this is an area of contention in a number of cathedrals since it is difficult to anticipate the number of additional duties which might be considered contractual.
56. For some cathedrals, the opportunities for the musicians and some other members of staff to receive additional fees may be seen as a positive benefit in a situation where it is acknowledged that the basic remuneration is not generous. In other situations, the payment of fees may be a realistic acknowledgement that employees already more than fulfil their contractual expectations and that the additional duties ultimately erode what would otherwise be time spent off-duty.
57. The underlying problem is that attempts are rarely made to define the 'normal' working hours for cathedral directors of music and organists. Furthermore, musicians often resist any attempt at definition, in some cases as a result of an underlying instinct to think as freelance individuals rather than salaried employees. However, the consequence of this is that it becomes very difficult from both sides to consider whether the expectations of the cathedral as employer are reasonable or not. For much of the time, where relationships are good and where working practices are well-understood – if not necessarily well-defined – this need not be a problem. However, if either side makes demands that are felt to be unreasonable, there is no basis on which to return to a more balanced view of the situation. For this reason, some definition of what is normally expected of employees is of benefit

to both the employer and the employee, and is fundamental to a good contract of employment.

58. Even when a good contract is in place, the gap between the written agreement and everyday reality needs to be kept under review. Many cathedral employees and clergy have grown up in a culture where there is an expectation that they will work well beyond their contracted hours. It is all too easy to fall into the trap of allowing more services, concerts and events into the cathedral diary and to feel required to take on more personal commitments and responsibilities, while losing control of the cumulative effect of this and the consequences for personal health, professional effectiveness and family life. Sometimes, the issue about fees distracts from proper consideration of these more important concerns.
59. Some cathedrals make a reasonable distinction between services initiated by the Cathedral or Diocese, which might be included as part of the contracted agreement, and other additional services (including funerals and weddings) for which additional fees. The costs of services of this kind are in any case usually passed on to those seeking to use the cathedral, so there is no financial reason to resist this arrangement. The amount of specific preparation time needed might also be taken into account. Some additional services make considerably more demands than others. Individual cathedrals will need to decide what weight to give to the counter-argument that arises from the fact that neither the clergy nor those other cathedral staff who make the administration and practical arrangements usually benefit personally from weddings or funerals, even if a contribution for their time is sometimes recharged to those hiring the cathedral.
60. When it is proposed to change the contractual agreement to include some financial elements previously paid as fees, it is appropriate for both sides to assess and agree the average level of benefit presently arising from additional fees and to make a compensating adjustment to the salaried remuneration. For example, if ten services a year attracting fees of £100 each are to become part of the basic package, then the salary should increase by £1,000 by way of compensation.
61. Particular issues often arise when cathedrals propose to involve their musicians in fund-raising events. It is not uncommon for many members of staff to do a great deal of extra work for these, without additional payment, while the musicians expect receive professional fees, which erode the fundraising benefits. This is a particular area where contractual arrangements which deal mainly with the statutory services that make up the *opus Dei* may need revision.
62. While this report offers no single recommendation about this issue, an understanding of what is reasonable and realistic needs to be established on appointment and properly reviewed. If a change of policy or practice results in a significant change to the value of the whole package, this needs to be acknowledged and a compensating adjustment made. Any agreement needs to allow for renegotiation if there is a significant change in the working practices and expectations.

## WAYS FORWARD

### **Benchmarking**

63. We have already seen that previous attempts to address issues of fair remuneration on the basis of benchmarking alone, have encountered resistance. In particular, and despite the fact that there has been some movement of employment between the sectors, comparisons between the relative levels of remuneration offered to directors of music in cathedrals schools have been criticised on the basis that the duties and expectations are not sufficiently comparable.

64. However, some musicians *have* transferred between the two worlds. This is particularly the case with young musicians near the start of their careers. If cathedrals wish to retain good musicians who have good teaching skills, they need to offer competitive packages of remuneration and working conditions. At the same time, cathedrals might also encourage their musicians to obtain some formal teacher training or to have their professional teaching competence certified in some way as part of their continuing professional development.
65. If we accept that some sort of comparison or benchmarking is inevitable and is the basis of the ways in which human nature and market forces operate, it needs to be more comprehensive than simply identifying another job which is broadly similar. This is particularly important where there is no easy comparison, or if an apparent comparison is, in fact, misleading because the real levels of responsibility and necessary ability are significantly different.
66. In particular, the quest for fairness needs to operate not just in terms of market comparisons with other sectors but across the organisation. The report therefore suggests that cathedrals should consider these issues in a broad context. A comprehensive system of job evaluation may provide a useful mechanism to help achieve this.

### **Job evaluation**

67. The process of job evaluation identifies the responsibilities and skills of different roles in an organisation in a way which is sufficiently consistent for them to be properly compared and evaluated. Unlike appraisal, it is an evaluation of the responsibilities of the job not of the way in which the duties are carried out by the post-holder. The approach needs to be principled, fair, accountable and realistic. To this end, it is usual to have some sort of external element to the evaluation process. Indeed, if cathedrals are considering the introduction of such a scheme, some independent but expert advice should be considered essential to establishing the fairness and credibility of the scheme.
68. While many schemes are available, most of the analytical methodology derives from the work of the Hay Group, which has been in use for more than fifty years. Such schemes have been widely adopted and adapted. The following overview is drawn from the website of Birkbeck, University of London, where there is a very helpful and concise summary of the methodology.
69. The main areas for consideration are divided into broad categories. *Know-how*: the level of knowledge, skill and experience (gained through job experience, education and training), which are required to perform the job successfully. This is commensurate with the scale and complexity of the job outcomes (accountability). *Problem solving*: the complexity of thinking required both in the type of problems encountered and the extent to which the jobholder has precedent and/or assistance in solving them. *Accountability*: the impact the job has on the organization and the extent to which the jobholder acts autonomously in achieving this.
70. The Church of England central offices can facilitate a job evaluation process for lay workers in diocesan, cathedral and parish posts. They adopt the Croner Reward Analytical Job Evaluation System, which evaluates jobs on ten factors: education standards (the amount and level of formal prior training required); relevant experience (the amount and level of essential prior experience); managerial responsibility (the responsibility for managing and/or supervising staff); accountability (the responsibility for controlling resources); independence of action (the freedom to act within procedures and policy); complexity (the intellectual demands of the job); relationships (the need for personal skills in dealing with others); direction (the

extent of control from superiors); pressure (the need to cope with unusual personal stress); and environment (the need to cope with onerous working conditions).

71. Evaluations should be conducted by a representative panel of management and staff, with the participation of an appropriately experienced outside consultant, at least in the early stages of setting up a scheme. Because some cathedral posts are so specialised, it may well be desirable to involve equivalent post-holders from other cathedrals in the initial assessment and review of the responsibilities of musicians and vestry staff. However, it needs to be remembered that the process focuses on the responsibilities of the post; this is distinct from an appraisal, which looks at the way in which the duties are carried out by the post-holder. The review group normally work by discussion and consensus from job profiles that have been agreed by the jobholder and the manager concerned. The jobholder and/or the manager may be invited to attend a meeting to clarify any matters that are insufficiently clear.
72. There is a very helpful ACAS booklet at [www.acas.org.uk/index.aspx?articleid=682](http://www.acas.org.uk/index.aspx?articleid=682)

## SUMMARY AND RECOMMENDATIONS

73. The report encourages the adoption of a principled approach to remuneration for all lay employees.
74. While vocational elements may be important when selecting cathedral staff, particularly those with a responsibility for the worshipping life of the cathedral, remuneration should be based on principles that are fair and consistent.
75. Although an overview of clergy remuneration may provide a better understanding of the inherited assumptions and practices around the engagement and remuneration of cathedral staff, it does not provide a methodology that can be simply and fairly applied to lay appointments in most situations. Particular problems arise if some aspects of the clergy package (eg salary and/or housing provision) are used as a basis for lay employment but not others (eg help towards the provision of housing on retirement, pension provision, payment of expenses and taxation concessions). Proper evaluation of all its elements is so complex that it is probably simpler and fairer to start afresh, where this is possible.
76. The report notes that, while senior managers have often been engaged at more salaries more reflective of the general market, other cathedral employees may have been left behind. Cathedrals are encouraged to take a more comprehensive and consistent review of all salaries. There is a particular concern that, at the lower end of the salary scales, rewards should still reflect the generous and equitable values of a Christian community rather than the minimum that market forces will allow.
77. It is important to take an overall review of remuneration on a regular basis; otherwise some jobs (usually those more recently advertised) are more influenced by market forces than others. At the same time it is necessary to check that the expectations of post-holders are up-to-date and realistic and that the remuneration is in line with their current level of responsibility.
78. The adoption of an appropriate system of job evaluation could help to achieve this, helping to establish the relative levels of total remuneration for all lay staff, based on the evaluation of their skills, resourcefulness and level of responsibility according to a consistent methodology.
79. The next step would be to work out a realistic and fair way to adopt the implications of such a review. The relative remuneration would have to be worked out against existing contractual commitments and upward adjustments made, as necessary, over an agreed period of time. It is customary to commit to a process of

pay protection (often called 'red circling') for any employees who would lose out as the result of the job evaluation.

80. Specific levels of remuneration cannot ignore market forces and conditions, but these should be taken into account in a way which is fair across the organisation and seeks to reinforce the worth of all employees.
81. In the case of posts we have been considering most closely, the total remuneration level would need to be interpreted, by negotiation, into an total package of salary, housing, agreement about additional fees or overtime, and other benefits, including recognition of whatever arrangements have been agreed to be able to have leave of absence to undertake other professional commitments.
82. It is comparatively straight-forward to ensure that all terms of employment, including defining the working pattern that constitutes normal full or part time engagement, extra fees, over-time, are established at the beginning of the employment and that a proper mechanism is in place for these to be discussed and re-negotiated, from both sides, if necessary. It is much more difficult to renegotiate existing working practices. From the outset of any review process, it is important there everyone is clear about the scope of the review, its implications and the way in which any consequent changes would be introduced and implemented.
83. If a change of policy or practice results in a significant change to the value of the whole package, this needs to be acknowledged and a compensating adjustment made. Any agreement needs to allow for renegotiation if there is a significant change in the working practices and expectations.
84. Finally, although the implications of this go beyond the scope of this paper, this paper recommends comprehensive review of the pension arrangements offered to cathedral employees. Particular issues include the desirability of being able to move a pension scheme from one place to another without difficulty or penalty; fairer provision for those whose remuneration is paid partly in kind (ie adjusting the pension provision so that it is effectively based on the total package of remuneration, not simply the salary element); and consideration of more generous pension provision for the lowest paid members of staff.

## CONCLUSION

85. Cathedrals are complex and diverse organisations, with groups of workers who have their own working practices (not least those engaged to work on the building itself) and it may be neither realistic nor essential for all staff to work on similar conditions in terms of salary, housing provision, entitlement to fees or overtime payments and the general expectation of what they will carry out as part of their contracted duties. Nevertheless, the underlying principles on which decisions are made should be well understood and acknowledged to be principled and fair. It is hoped that this paper will help to a framework within which individual cathedrals can establish a process of review which is appropriate to their own circumstances.
86. Above all, it is hoped that cathedrals will develop an approach to all these issues that grows out of the Cathedral's calling to work, witness and worship as a diverse Christian community. It should be natural in such a culture to encourage people to give feedback and keep channels of communication open. Employees are among the cathedral's most valuable resources, an investment in the future development of its life, and potential advocates for all it is trying to achieve. Appropriate terms and conditions of employment provide an opportunity for the cathedral to reflect this in ways that grow out of core values and principles. With limited budgets, this will not always be easy, but the way in which difficult issues are resolved will reveal the true priorities of the organisation.

Timothy Hone, final version 30 October 2009

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