

LF0236

WAGE SCALE

North American Division
of the
**GENERAL CONFERENCE OF
SEVENTH-DAY ADVENTISTS**

Effective July 1, 1975

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PHILOSOPHY OF REMUNERATION

The Seventh-day Adventist Church has accepted the commission given by Jesus Christ to His disciples to proclaim the gospel to all the world. The church employs many agencies to accomplish its spiritual task, but all of its several organizations (conferences, schools, medical institutions, food factories, publishing houses, radio and television ministries, Adventist book centers, etc.) have one central objective—the salvation of man. Because of this, every denominational employee has a responsibility to participate in the mission of the church.

To provide a basis for the remuneration of various classes of workers, a denominational wage scale has been adopted. The philosophy of this wage scale is predicated upon the fact that a spirit of sacrifice and dedication should mark God's workers irrespective of the position they hold or the department they represent. The work of the church, including every denominational organization, is a mission to which lives are dedicated rather than a business or commercial venture. The church wage scale does not always compensate its dedicated workers in monetary units commensurate with their talents, accomplishments, and contributions, but does provide workers with a modest living income, which gives recognition of responsibilities borne, preparation undertaken, professional attainment, previous experience, and years of service.

The church believes that modesty and good taste with reasonable comfort will govern the lives of Christian workers. It recognizes that some areas of its work are more directly affected by economic factors outside of the church organization than are others, and by local economic conditions obtaining in different geographical areas.

The spirit of sacrifice on the part of Adventist employees will be

manifested not only by the level of their financial remuneration, but also by the dedication of time, talents, and energy to the cause of God and humanity. Men and women called to labor in the cause of the Adventist Church are to be workers of single purpose and allegiance. With Paul, the great missionary of the early Christian Church, they say, "This one thing I do."

The church philosophy of remuneration was developed on the scriptural and spiritual imperative, "Give us this day our daily bread." It is a plan which provides a salary covering the needs of individuals who believe that God blesses the spirit of selfless service and who believe that the Seventh-day Adventist Church has a worldwide mission. The philosophy, from its inception, has anticipated that, in addition to the contribution of time and talent, a Seventh-day Adventist worker will also, from his modest salary, make voluntary gifts to accelerate the proclamation of the gospel, and thus exhibit a further demonstration of faith and commitment. Because of this philosophy, all denominational employees in the Seventh-day Adventist Church are regarded as church workers placed in one of two harmonious categories and designated either as ministers or missionaries. Both categories call for commitment and sacrifice but allow for different functions.

The church has a basic wage scale for all employees in each job classification without discrimination on the basis of race, religion, sex, age, national origin or color.

If considered in the light of these principles, the wage scale policy of the Seventh-day Adventist Church will be seen to be in harmony with the spirit of non-discrimination, equal pay and other requirements, as well as being in conformity to the teachings and beliefs of the church.

THE BASIC WAGE SCALE

1. A wage scale for the North American Division based on such considerations as education, experience, and responsibility, provides a scale for all employees in each job classification without discrimination on the basis of race, religion, sex, national origin or color, with minimums and maximums expressed in percentages of the wage factor (100% salary level). It incorporates basic salary rates for various categories of services, with recognition of the responsibility inherent in each position or category.

2. A spread between minimum and maximum rates in the various categories of from ten to thirty percent has been incorporated in the wage scale. In setting rates of salary within this spread, employing organizations should take into consideration the following factors with respect to each worker:

- a. Preparation, education and dedication
- b. Previous experience and achievement
- c. Years of service

3. The wage scale should be strictly adhered to and no special allowances of any kind should be made except as may be provided for in the General Conference Working Policy.

WAGE SCALE PROVISIONS

WAGE INCREMENTS

The arrangement of the wage scale provides separate listings for the various types of organizations. The advisability of a regular plan of increments is recognized. In order to provide a reasonable degree of uniformity in the area of wage increments, it is recommended that the following guidelines be followed:

1. *For conference organizations and field workers (to apply to the General, union, and local conference, radio-tv and film center)*

Employing organizations may set increments for ministers starting with the first year in the field and reaching the maximum for ordained ministers ordinarily in the sixth year of field service. Conference and field workers who are not ministers may ordinarily reach the stated maximum for their respective categories after the completion of five years of regular full-time service.

2. *Educational system*

Schedules of increments for qualified workers in the educational system may be set by controlling and employing organizations so that the worker's salary may ordinarily be at the maximum for his category after the completion of five years of regular full-time service. Annual increments may be based in part on certification.

3. *Publishing houses and Christian Record Braille Foundation*

Increments may be scheduled in relation to a five-year apprenticeship for factory workers. For secretarial and other categories of workers, increments may be scheduled so that the maximum rate may ordinarily be reached after the completion of five years of regular full-time service.

4. *Health care institutions*

Increments for various classes of technical, clerical and miscellaneous workers may be scheduled so as ordinarily to reach the maximum for their respective categories after the completion of five years of regular full-time service.

5. *Other institutions*

Increments for workers in other denominational institutions such as food factories and food research and distribution agencies, homes for the aged and orphanages may be scheduled so that the worker's maximum rate for his category may ordinarily be reached after the completion of five years of regular full-time service.

In all of the above categories two principles are applicable with respect to increments:

1. Departures from the strict application of the time schedule for increments may be made in recognition of special skill and/or exceptional productivity, or the normal period of achieving the maximum rate may be extended if lesser ability and rate of growth so indicate.
2. The rates for administrative and executive personnel may be set without regard to the established increments schedule.

ALLOWANCES

TYPES OF ALLOWANCE

In addition to the basic salary, certain allowances may be granted depending on the plan of remuneration adopted by the employing organization for its workers. These allowances are classified as:

1. Housing allowances
 - a. Housing subsidy
 - b. Utility subsidy
2. Job-related allowances (determined according to the nature of the employment and the category in the wage scale)
 - a. Automobile depreciation
 - b. Automobile insurance
 - c. Telephone
 - d. Professional allowances
3. Need-related allowances
 - a. Health care assistance and insurance (granted to employees according to the policy)
 - b. Scholarship grants on behalf of dependent children (granted for only one employee in each family unit, with the eligibility test applied to determine eligibility and amount.)

If both spouses are denominationally employed, the cost of need-related allowances may be shared by the employing organizations.

It is understood that where denominational housing is made available to a worker it will be rented to him at community rental rates.

ELIGIBILITY FOR SCHOLARSHIP GRANTS

In determining the eligibility and amount of Scholarship Grants the following schedule shall be followed effective July 1, 1974:

<i>Annual Family Income</i>	<i>% of Regular Policy Allowance</i>	<i>Annual Family Income</i>	<i>% of Regular Policy Allowance</i>
Up to \$18,000	100%	\$21,501-\$21,850	56%
\$18,001-\$18,350	96	\$21,851-\$22,200	52
\$18,351-\$18,700	92	\$22,201-\$22,550	48
\$18,701-\$19,050	88	\$22,551-\$22,900	44
\$19,051-\$19,400	84	\$22,901-\$23,250	40
\$19,401-\$19,750	80	\$23,251-\$23,600	36
\$19,751-\$20,100	76	\$23,601-\$23,950	32
\$20,101-\$20,450	72	\$23,951-\$24,300	28
\$20,451-\$20,800	68	\$24,301-\$24,650	24
\$20,801-\$21,150	64	\$24,651-\$25,000	20
\$21,151-\$21,500	60	Above \$25,000	None

The term *family income* is defined as the adjusted gross income of employee and spouse (from the most recent IRS income tax return) plus any parsonage allowance not included in the adjusted gross income figure, less the standard IRS dependent deduction for each dependent child.

WAGE AND ALLOWANCE REMUNERATION

GENERAL APPLICATION

We recognize the historical denominational position which provides that a worker is paid on the scale for the general classification and category in which he is employed. For example, personnel employed in hospitals will be paid on the health care institution scale, and those employed in general educational or academic administrative and teaching areas will be paid on the educational scale for their category.

In health care institutions, publishing houses and Loma Linda Foods, major administrative rates are to be controlled by the denominational wage scale with each board determining the level of remuneration for all other workers, the maximum wage not to exceed the modest average community rate for such categories. The controlling board may also determine the extent to which need-related allowances are applicable to the workers.

PLANS OF REMUNERATION

Plan I—which is the payment of salary plus housing and utility allowances, job-related allowances, and need-related allowances, paid separately as specific identifiable items. This plan is applicable to ministerial workers, and conference administrative and departmental personnel.

Plan II—which is the payment of salary plus housing and job-related allowances paid in one combined amount. This plan shall be applicable to employees in the educational system (administrative and teaching personnel), health care institutions, food factories, publishing houses and

denominationally related industries except where Plan III or Plan IV is used. Employees paid under this plan may be eligible to the need-related allowances (see p. 5, paragraph 3).

Plan III—which is the payment of monthly salary and allowances paid in one combined amount and which may be computed on an hourly rate. Employees paid under this plan may also be eligible to the need-related allowances according to policy. This plan is applicable to professional employees in conferences and institutions who are not covered in Plan II or Plan IV.

Plan IV—which is the payment of wages and allowances on the basis of an hourly rate. Employees paid under this plan may also be eligible for need-related allowances according to policy. This plan is applicable to most non-administrative and non-professional employees in conferences and institutions, and takes into consideration community rates.

MAXIMUM SALARY AND COMMUNITY RATES

The present wage scale provides for maximum rates to certain categories of employees which may be in excess of the wage rates paid in the community for a similar type of service. It is recognized that because of the area, the type employment, and community patterns of remuneration, the responsible committees and controlling boards concerned shall set wage rates for certain categories of employees which do not exceed the modest average community rate for such categories, even though these rates are less than the maximums or minimums stated in the wage scale for these specific classifications.

In implementing this provision consideration shall be given to job-related allowances as well as the salary rate. Where organizations are affected by community patterns of remuneration, recognition should also be given to the retirement plan benefits for employees for which the denominational organization pays the entire cost.

REMUNERATION PLAN AND PACKAGE APPROVAL

It is the responsibility of the Union Conference Committee (or General Conference Committee for General Conference institutions) to determine:

1. The amount of the housing allowance on the basis of area need as it relates to workers on Plan I.
2. The actual total remuneration for groups authorized to use the Plan II within its territory, and to work out the relationship of such remuneration to the percentage level in the various categories, it being understood that the total amount will not exceed the maximum set forth in the Wage Scale booklet.
3. The rate of remuneration for groups authorized to use Plan III, it being understood that the rates will not exceed the maximums set forth in Wage Scale booklet for workers paid under these plans.

WAGE FACTORS, ALLOWANCES AND RATES

Effective July 1, 1975

Basic Wage Factor—Monthly \$720.00

ALLOWANCES AND RATES

	<i>Maximum per Month Flat Rate & Package Base</i>	
	<i>Plan I</i>	<i>Plan C</i>
1. Housing Allowances		
Housing Subsidy	\$225.00B	\$225.00
Utility Subsidy	Per Policy C	23.00
Total Housing Allowances		\$248.00
2. Job-Related Allowances		
Automobile Depreciation	85.00	85.00
Automobile Insurance	Actual	18.50
Telephone	Actual	10.00
Professional Allowance	Per Policy D	8.50
Total Job-Related Allowances		\$122.00
Total Maximum Housing and Job- Related Allowance Base		\$270.00A
3. Need-Related Allowance		
Health Care Assistance		
For the worker and his dependents (as defined by the NADCA Health Care Policy		
90% of health care insurance premiums		
90% of hospitalization costs (including surgeons' and physi- cians' fees and related expense) on an amount up to \$7,500 annually		
100% of the same classification of expense on any amount exceeding \$7,500 annually		
75% of other health care expense as defined by the policy (see NADCA policy for details)		

(A) See pages 9, 10 for specific application of wage factors and allowances to workers in Plans I through IV. See pages 32, 33, and 34 for illustrations.

(B) Each union may determine for its territory the amount of this allowance within the maximum voted by NADCA.

(C) The policy calls for up to an annual maximum of \$375 based on actual expense and may be paid annually (see NADCA Utility Allowance Policy).

(D) The policy indicates an annual maximum of \$100 based on receipts submitted.

Scholarship Grants

Subject to eligibility test, up to:

60% of tuition and required fees for dormitory student

30% of tuition and required fees for non-dormitory student

(See NADCA policy for details)

- | | |
|---|----------------|
| 4. Automobile Mileage Rate | 10c per mile |
| 5. Per Diem (daily travel allowance) rates (effective November 1, 1974) | |
| Full per diem | \$8.00 |
| When fully entertained | 2.50 |
| Family authorized travel | |
| Worker and spouse | 11.00 |
| Each accompanying child | 2.50 |
| Each child traveling alone | 4.50 |
| 6. Scholarship rate for ministerial interns | 415.00 monthly |
| 7. Communication trainee stipend | 415.00 monthly |
| 8. Maximum parsonage exclusion allowance for ordained ministers (effective January 1, 1975) annually. | \$5,400 |

PLANS OF REMUNERATION CONSTRUCTION

Plan I

Basic wage factor	\$ 720.00
Plus housing, job-related and need-related allowances per policy	

Plan II

a. Educational system (Administrative and teaching personnel.)	
Basic wage factor	\$720.00
Plus a flat-rate allowance up to	<u>338.00A</u> 1,058.00
(Universities & colleges—see pages 30, 31 for package plan for certain administrative and professional personnel.)	

(A) This flat-rate allowance represents the maximum for a worker at 100% or higher in the wage scale. This allowance is scaled down proportionately for those who are below 100% but is not increased for those above 100%.

- b. Health care institutions
- | | | |
|---------------------------|----------------|----------|
| Basic wage factor | \$720.00 | |
| Flat-rate allowance up to | <u>370.00A</u> | 1,090.00 |
- (See pages 28 & 29 for package plan for certain administrative and professional.)
- c. Publishing houses, food factories and other denominationally related industries
- | | | |
|---------------------------|----------------|-----------|
| Basic wage factor | \$720.00 | |
| Flat-rate allowance up to | <u>370.00A</u> | 1,090.00B |
- d. The rates for a., b., and c., above are effective except where Plans III or IV are used for certain categories of workers.

Plan III

Basic wage factor	\$720.00	
Flat-rate allowance up to	<u>202.00A</u>	922.00

(Workers under this plan may be paid on an hourly rate. See under Plan IV for calculation.)

Plan IV

Basic wage factor	\$720.00	
Flat-rate allowance up to	<u>202.00A</u>	922.00

(This plan to be applied at an hourly rate maximum of \$5.31 based on a 40-hour week.)

[Calculation formula—\$922 (maximum package wage factor) ÷ 173.8 (average hours per month on a 40-hour week based on 52-1/7 weeks per year) = \$5.3049 per hour, rounded off to \$5.31]

(A) This flat-rate allowance represents the maximum for a worker at 100% or higher in the wage scale. This allowance is scaled down proportionately for those who are below 100% but is not increased for those above 100%.

(B) All monthly rates may be rounded off to the next higher dollar and hourly rates to the next higher cent.

WAGE SCALE FOR NORTH AMERICAN DIVISION

See pages 9 and 10 for Wage Factors

	Percentage	
	Min.	Max.
GENERAL CONFERENCE		
President		118
General Vice-President		115
Secretary		115
Treasurer		115
Vice-President, North America		115
Undersecretary		113
Undertreasurer		113
Assistant Treasurer	102	112
Associate Secretary	102	112
Auditor	102	112
Department Director	102	112
Field Secretary	102	112
Admin. Assist. to President	101	111
Admin. Assist. to Secretary	100	110
Admin. Assist. to Vice-Pres. N.A.	100	110
Associate Auditor	100	110
Associate Dept. Director	100	110
Personnel Director	100	110
Statistical Secretary	100	110
Controller	98	108
SAWS Manager	98	108
Computer Services Director	96	106
Assistant Auditor	94	104
Assistant Dept. Director	94	104
Cashier	94	104
Chief Accountant	94	104
Curator, E. G. White Res. Cntr.	94	104
Senior Textbook Writer and Coordinator	92	102
Textbook Writer	70	100
Accountant	69	99
Director of Office Services	65	95
Administrative Office Assistant	63	93
Administrative Office Secretary	63	93
Assistant Cashier	63	93
Chauffeur	62	92
Librarian	62	92
Telecommunications Supervisor	62	92
Receptionist	60	90
Secretary	60	90
Shipping Clerk	60	90

<i>General Conference—continued</i>	<i>Percentage</i>	
	<i>Min.</i>	<i>Max.</i>
Telecommunications Operator	58	88
Business Intern—Second Year		85
Business Intern—1st Year		77
Mail Room Clerk	55	85
Stenographer	55	85
 <i>Board of Higher Education</i>		
Executive Secretary	101	111
Director Inst. Research	98	108
 <i>Insurance and Risk Management Service</i>		
<i>Management Services</i>		
General Manager	102	112
Assistant General Manager	99	109
Branch Manager	99	109
Assistant Branch Manager	97	107
Secretary—Administrative	63	93
Secretary—Licensed Agent	62	92
Secretary	60	90
<i>Risk Management Service</i>		
Legal counselor	98	108
Insurance Marketing Manager	98	108
Director Risk Management Service		
Home Office	96	106
Branch Office	94	104
Risk Management Consultant	92	102
Secretary—Licensed Agent	62	92
Secretary	60	90
<i>Insurance Services</i>		
Director Insurance Services		
Home Office	96	106
Branch Office	94	104
Underwriting Manager	94	104
Secretary—Licensed Agent	62	92
Underwriting Assistant	61	91
Secretary	60	90
Stenographer-Rating Clerk	58	88
Stenographer	55	85
File Clerk	55	85

*Insurance and Risk Management
Service—continued*

*Percentage
Min. Max.*

Policyholders Services

Director Policyholders Services

Home Office

96 106

Branch Office

94 104

Technical Service Manager

93 103

Claims Manager

Home Office

92 102

Branch Office

70 100

Assistant Claims Manager

91 101

Property Appraiser

91 101

Loss Prevention Consultant

91 101

Secretary—Licensed Agent

62 92

Secretary—Drafting Service

61 91

Claims Examiner

61 91

Secretary

60 90

Stenographer

55 85

Administrative Services

Director Administrative Service

Home Office

96 106

Branch Office

94 104

Treasurer

94 104

Assistant Treasurer

93 103

Chief Accountant

92 102

Chief Accountant (Branch Office)

91 101

Supervisor—Data Processing

91 101

Programmer—Data Processing

91 101

Accountant

69 99

Cashier

63 93

Secretary

60 90

Stenographer

55 85

Key Punch Operator

55 85

Receptionist

55 85

Switchboard Operator

55 85

File Clerk

55 85

Mail Clerk

55 85

Institutional Services/Esda

General Manager

98 108

Associate Manager/Branch Manager

96 106

Assistant Branch Manager

70 100

Treasurer

70 100

Branch Treasurer

65 95

<i>Institutional Services/Esda—continued</i>	<i>Percentage</i>	
	<i>Min.</i>	<i>Max.</i>
Department Head		
Export	65	95
Automobiles	65	95
Special Order	65	95
Shipping	65	95
Salesroom	65	95
Service Station	65	95
Accountant	63	93
Crater and Packer	63	93
Cashier	62	92
Assistant Cashier	61	91
Accounts Receivable/Payable Clerk	61	91
Bookkeeper	61	91
Secretary	60	90
Order Expediter	60	90
Order, Quote & Export Clerks	60	90
Shipping Clerk	60	90
Stenographer	55	85
Sales Clerk	55	85
Service Station Assistant	55	85
<i>Plant Services</i>		
Plant Services Manager	98	103
Custodial Service Manager	67	97
Custodian	60	90
Maintenance Service Manager	69	99
Assistant Manager	67	97
Cabinet Maker	65	95
Electrician	65	95
Painter	65	95
Plumber	65	95
Janitor	58	88
Nightwatchman	58	88
Security Service Manager	67	97
Security Officer	62	92
<i>Transportation Service</i>		
Branch Manager	93	103
Assistant Branch Manager	70	100
Warehouse Foreman	65	95
Crater and Packer	63	93
Secretary	60	90
Stenographer	55	85

<i>Welfare Service Processing Centers</i>	<i>Percentage</i>	
	<i>Min.</i>	<i>Max.</i>
Manager	93	103
Packer and Baler	63	93
Secretary	60	90
Stenographer	55	85

UNION CONFERENCES

President	102	112
Health Care Corp./ Assn. President	101	111
Secretary-Treasurer	98	108
Associate Secretary	95	105
Association Manager and/or Secretary	95	105
Auditor	95	105
Department Director	95	105
Assistant Treasurer	94	104
Associate Auditor	93	103
Associate Department Director	93	103
Association Field Representative	93	103
Elementary School Supervisor	92	102
Assistant Auditor	91	101
Assistant Department Director	91	101
Cashier-Accountant	64	94
Accountant	63	93
Cashier	63	93
Administrative Office Secretary	62	92
Assistant Cashier	61	91
Custodian	60	90
Editorial Secretary	60	90
Secretary	60	90
Receptionist	55	85
Stenographer	55	85
Business Intern: Second Year		85
Business Intern: First Year		77

Physicians and dentists serving in Department of Health positions in conference organizations may be paid the same maximum percentage as provided for physicians and dentists in medical institutions, with the following exceptions:

General Conference

Department Director	8% additional
Associate Department Director	6% additional

Home Health Education Service

Manager	92	102
Treasurer	91	101

<i>Home Health Education Service—continued</i>	<i>Percentage</i>	
	<i>Min.</i>	<i>Max.</i>
Chief Accountant (in charge of automated equipment and programming)	69	99
Accountant	63	93
Credit Manager	63	93
Assistant Treasurer	62	92
Cashier	62	92
Custodian	60	90
Secretary	60	90
Clerk	55	85
Receptionist	55	85

LOCAL CONFERENCES

President	98	108
Secretary-Treasurer	94	104
Association Mgr. and/or Sec.-Treas.	70	100
Association Field Representative	70	100
Book and Bible House Manager	70	100
Department Director	70	100
Ordained Minister	90	100
Assistant Secretary-Treasurer	69	99
Associate Department Director	69	99
Elementary School Supervisor	68	98
Asst. Book and Bible House Manager	67	97
Assistant Department Director	67	97
Van Driver	67	97
Bible Instructor	63	93
Cashier-Accountant	63	93
Licensed Minister	63	93
Administrative Office Secretary	62	92
Accountant	61	91
Cashier	61	91
Assistant Cashier	60	90
Custodian	60	90
Secretary	60	90
Receptionist	55	85
Stenographer	55	85
Ministerial Intern:		
In Field—After two years Seminary		85
In Field—After College or one year Seminary		80

EDUCATIONAL INSTITUTIONS

Universities (Andrews and Loma Linda only)

President	102	112
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*Universities (Andrews and
Loma Linda only)—continued*

	Percentage	
	Min.	Max.
Vice-President		
Academic Affairs	101	111
Corporation	101	111
Development	101	111
Financial Affairs	101	111
Student Affairs	101	111
University Medical Center Administrator	101	111
Dean of School	100	110
Controller	99	109
Dean of Students	99	109
Campus Business Administrator	98	108
Professor	98	108A
Assistant to Vice-President	96	106
Assistant Campus Business Administrator	95	105
Associate Professor	95	105A
Director of Computer Service	95	105
Internal Auditor	95	105
Secretary of Corporation	95	105
Treasurer	95	105
Treasurer of Corporation	95	105
Director of Admissions and Records	94	104
Chief Accountant	93	103
Director of Counseling Service	93	103
Director of Food Services	93	103
Librarian	93	103
Purchasing Agent	93	103
Assoc. Director of Admissions & Records	92	102
Associate Librarian	91	101
Computer Programmer	91	101
Assit. Director of Admissions & Records	70	100
Assistant Professor	70	100A
Assistant Treasurer	70	100
Director of Audio-Visual Center	70	100
Director of Student Finance	70	100
Accountant	69	99
Assistant Librarian	69	99
Cashier	69	99
Assist. Director of Food Services	68	98
Instructor	67	97
Administrative Office Secretary	62	92

(A) Plus up to \$100 annually if head of department.

<i>Universities (Andrews and Loma Linda only)—continued</i>	<i>Percentage</i>	
	<i>Min.</i>	<i>Max.</i>
Secretary	60	90
Switchboard Operator-Supervisor	58	88
Receptionist	55	85
Stenographer	55	85
Switchboard Operator	55	85
<i>Senior Colleges</i>		
President	101	111
Business Manager	98	108
Dean of Academic Affairs	98	108
Dean of Student Affairs	98	108
Director of College Relations and Development	97	107
Professor	97	107A
Director of Computer Service	95	105
Head of Major Industrial Dept.	95	105
Assistant Business Manager	94	104
Associate Professor	94	104A
Treasurer	92	102
Chief Accountant	91	101
Computer Programmer	91	101
Assistant Professor	70	100
Director of Food Service	70	100
Director of Health Service	70	100
Industrial Head	70	100
Librarian	70	100
Registrar	70	100
Residence Hall Dean	70	100
Accountant	69	99
Assistant Treasurer	69	99
Associate Librarian	69	99
Associate Registrar	69	99
Cashier	69	99
Director of Student Finance	69	99
Head Custodian	69	99
Associate Residence Hall Dean	68	98
Assistant Librarian	67	97
Instructor	67	97
Assistant Director of Food Service	65	95
Assistant Residence Hall Dean	64	94
Assistant Registrar	63	93

(A) Plus up to \$100 annually if head of department.

	Percentage	
	Min.	Max.
<i>Senior Colleges—continued</i>		
Administrative Office Secretary	62	92
Secretary	60	90
Receptionist	55	85
Stenographer	55	85
Switchboard Operator	55	85
<i>Junior Colleges</i>		
President	97	107
Business Manager	94	104
Industrial Head	70	100
Professor	70	100A
Associate Professor	69	99A
Assistant Professor	68	98
Assistant Business Manager	67	97
Director of Food Service	67	97
Director of Health Service	67	97
Head Custodian	67	97
Instructor	67	97
Librarian	67	97
Registrar	67	97
Residence Hall Dean	67	97
Treasurer	67	97
Accountant	64	94
Cashier	64	94
Secretary	60	90
Stenographer	55	85
Switchboard Operator	55	85
<i>Secondary Schools</i>		
Principal	70	100B
Business Manager	68	98
Assistant Business Manager	67	97
Director of Food Service	67	97
Director of Health Service	67	97
Guidance Director	67	97
Industrial Head	67	97
Librarian	67	97
Registrar	67	97
Residence Hall Dean	67	97

(A) Plus up to \$100 annually if head of department.

(B) When the school enrollment exceeds 150 students, the principal may receive up to a maximum of \$1,090 by action of the controlling board.

<i>Secondary Schools—continued</i>	Percentage	
	Min.	Max.
Teacher		
With Professional Certificate	79	97C
With Standard Certificate	67	84
Treasurer	65	95
Accountant	61	91
Cashier	61	91
Secretary	60	90
Stenographer	55	85
<i>Intermediate, Elementary, and Kindergarten</i>		
Principal—Major School	69	99DE
Principal	68	98DE
Teacher		
With Professional Certificate	79	97
With Standard Certificate	67	84
<i>Home Study Institute</i>		
President	100	110
Director of Studies	95	105
Business Mgr.-Treas.	70	100
Senior Editor	70	100
Registrar	68	98
Accountant	66	96
Production Manager	65	95
Editor	63	93
Examination Supervisor	63	93
Administrative Office Secretary	62	92
Cashier	61	91
Assistant Production Manager	60	90
Custodian	60	90
Secretary	60	90
Clerk	55	85
Stenographer	55	85

PUBLISHING HOUSES

General Manager	101	111
Editor of <i>Review and Herald</i>	101	111

(C) Plus one percentage point when serving as supervising teacher in teaching education laboratory schools on or in the immediate community of the college or university department of education campus.

(D) When there are four or more full-time teachers.

(E) Administrative certificate required for this maximum. Reduce maximum by one percent if principal does not have administrative certificate.

Publishing Houses—continued

	Percentage	
	Min.	Max.
Assistant General Manager	98	108
Book Department Manager	98	108
Book Editor	98	108
Factory Superintendent	98	108
Periodical Editor	98	108
Periodical Department Manager	98	108
Treasurer	98	108
Assoc. Editor of <i>Review and Herald</i>	97	107
Associate Book Dept. Manager	95	105
Associate Book Editor	95	105
Associate Periodical Dept. Mgr.	95	105
Assoc. Periodical Editor	95	105
Branch Manager	95	105
Director of Computer Services	95	105
Assistant Book Dept. Manager	93	103
Assistant Book Editor	93	103
Assistant Factory Superintendent	93	103
Assistant Periodical Dept. Mgr.	93	103
Assistant Periodical Editor	93	103
Assistant Treasurer	93	103
Public Relations Director	93	103
Chief Accountant	91	101
Copy Editor	91	101
Foreman	91	101
Cashier	70	100
Minor Periodical Editor	69	99
Accountant	67	97
Assistant Foreman	67	97
Librarian	67	97
Factory Crew Leader	66	96
Factory Worker	65	95
Administrative Office Secretary	62	92
Head Proofreader	62	92
Proofreader	60	90
Assistant Librarian	60	90
Secretary	60	90
Receptionist	55	85
Stenographer	55	85
Switchboard Operator	55	85

CHRISTIAN RECORD BRAILLE FOUNDATION

General Manager	99	109
Assistant General Manager	94	104

<i>Christian Record Braille Foundation—continued</i>	<i>Percentage</i>	
	<i>Min.</i>	<i>Max.</i>
Director of Foreign Language Serv.	94	104
Editor	94	104
Factory Superintendent	94	104
General Director of Field Service	94	104
Treasurer	94	104
Assistant Editor	91	101
District Representative	91	101
Foreman	70	100
Bible School Teacher	67	97
Factory Worker	65	95
Accountant	64	94
Cashier	64	94
Administrative Office Secretary	62	92
Head Proofreader	62	92
Librarian	62	92
Assistant Librarian	60	90
Custodian	60	90
Proofreader	60	90
Secretary	60	90
Stereotype Operator	60	90
Receptionist	55	85
Stenographer	55	85
Switchboard Operator	55	85

RADIO, TV AND FILM CENTER

Adventist Radio, TV and Film Center Administrative and Service Center

President	101	111
Treasurer	97	107
Director of Computer Services	95	105
Programmer	91	101
Director of Operations	91	101
Computer Equipment Operator	65	95
Key Punch Operator	55	85
Chief Accountant	93	103
Director Post Production Film & Studio Coordinator	92	102
Director of Recording & Sound Engineers	92	102
Recording & Sound Technician	67	97
Assist. Director Post Production Film & Studio Coordinator	91	101

**Radio, TV and Film Center—
continued**

	<i>Percentage</i>	
	<i>Min.</i>	<i>Max.</i>
Sound Stage Director	91	101
Cinematographer	69	99
Film Editor	69	99
Music & Sound Effects Operator	67	97
Sound Technician	67	97
Color Analyzer	65	95
Negative Cutter	62	92
Film Printer	62	92
Skilled Maintenance Personnel	65	95
Accountant	64	94
Cashier	64	94
Administrative Office Secretary	62	92
Assistant Cashier	62	92
Bookkeeper	62	92
Director of Volunteers	62	92
Custodian	60	90
Secretary	60	90
Clerk	55	85
Gardener	55	85

Rates for Similar Positions in various components will be used throughout Center.

Receptionist	55	85
Stenographer	55	85
Switchboard Operator	55	85

Printing Department

Superintendent	93	103
Plant Foreman	69	99
Department Foreman	67	97
Cameraman, Stripper-Platemaker	65	95
Layout Artist	65	95
Pressman	65	95
Skilled Bindery Machine Operator	65	95
Typesetter-Compositor	65	95
Unskilled Factory Worker	55	85

Mailing Department

Director of Mailing	92	102
Skilled Machine Operator	65	95
Truck Driver	62	92
Warehouseman	60	90
Unskilled Factory Worker	55	85

*Voice of Prophecy, Faith for Today,
It Is Written and Audio Visual*

	Percentage	
	Min.	Max.
Program Director and Speaker	99	109
Manager—VOP, FFT	98	108
Associate Director and Speaker	94	104
Director of Audio Visual Services	94	104
Director of Bible Schools	94	104
Director Evangelism	94	104
Director of Field Services	94	104
Director of Public Relations	94	104
Director of Radio, TV & Film Prod.	94	104
Editor of Publications	94	104
Treasurer and/or Assist. Manager	94	104
Assoc. Director of Public Relations	92	102
Assoc. Director Radio, TV & Film Prod.	92	102
Director of Music	92	102
Director of Station Relations	92	102
Evangelist	92	102
Assist. Director Radio, TV & Film Prod.	91	101
Bible School Pastor	91	101
Organist or Pianist	91	101
Quarter Personnel	91	101
Assist. Director of Public Relations	69	99
Bible School Teacher	67	97
Librarian	62	92

HEALTH CARE INSTITUTIONS

Medical Director		140
Physicians and Dentists		
Third Year		134
Second Year		126
First Year		118
Administrator	101	111
Administrator—less than 100 beds	98	108
Assist. Admin.—over 100 beds	98	108
Administrative Dietitian	97	107
Chief Engineer	97	107
Chief Medical Technologist	97	107
Controller	97	107
Director of Nursing Service	97	107
Director School of Nursing	97	107
Optometrist	97	107
Pharmacist	97	107
Assist. Director of Nursing Service	95	105
Asst. Direct, School of Nursing	95	105

<i>Health Care Institutions—continued</i>	<i>Percentage</i>	
	<i>Min.</i>	<i>Max.</i>
Director of Computer Service	95	105
Assist. Admin.—less than 100 beds	94	104
Dietitian	93	103
Director of Patient Business	93	103
Nurse Anesthetist	93	103
Nurse Supervisor	93	103
Personnel Director	93	103
Public Relations Director	93	103
Purchasing Agent	93	103
Chief of Medical Records	92	102
Executive Housekeeper	92	102
Treasurer	92	102
Chief Accountant	91	101
Computer Programmer	91	101
Head Nurse	91	101
Staff Nurse	70	100
Accountant	69	99
Cashier	68	98
Residence Hall Dean	67	97
Assistant Executive Housekeeper	65	95
Administrative Office Secretary	62	92
Assistant Cashier	62	92
Medical Secretary	62	92
Custodian	60	90
Secretary	60	90
Receptionist	55	85
Stenographer	55	85
Switchboard Operator	55	85
LOMA LINDA FOODS		
General Manager	101	111
Assistant General Manager	98	108
Director I.N.R.F.	98	108
General Marketing Director	98	108
General Production Manager	98	108
General Treasurer	98	108
Division Manager	96	106
Assistant General Marketing Director	94	104
General Advertising Manager	94	104
General Sales Manager	94	104
Division Advertising Manager	93	103
Division Production Manager	93	103
Division Sales Manager	93	103

Loma Linda Foods—continued

	<i>Percentage</i>	
	<i>Min.</i>	<i>Max.</i>
Division Treasurer	93	103
Chief Accountant	92	102
Factory Superintendent	92	102
Food Technologist	92	102
Publications Editor	92	102
Research Dietitian	92	102
Traffic	92	102
Associate Director I.N.R.F.	91	101
Chemist	91	101
Credit Manager	91	101
Director Computer Services	91	101
District Sales Manager	91	101
Division Assistant Sales Manager	91	101
Field Representative	91	101
Purchasing Agent	91	101
Systems Analyst	91	101
Assistant Factory Superintendent	70	100
Maintenance Man	70	100
Truck Driver	70	100
Cashier	69	99
Cost Accountant	68	98
Factory Foreman	68	98
Factory Worker	65	95
Administrative Office Secretary	62	92
Demonstrator	62	92
Salesman	62	92
Custodian	60	90
Secretary	60	90
Receptionist	55	85
Stenographer	55	85

Package Plan of Remuneration for HEALTH CARE INSTITUTIONS

It is recognized that in many health care institutions it is desirable to use a package plan of remuneration which will include salary and allowances and which will be related in certain categories to the rates of remuneration used in community hospitals. Where this plan is used each medical institution will establish its own wage scale with the maximum rate assigned to the administrator and the rates for other categories set in proper relationship to this and the prevailing rates in the community.

1. The wage scale for each health care institution shall be approved by the related union conference committee with the provision that (except as provided in Section 2 below) the rate for the Administrator not exceed the sum of the following components:

- (a) Basic wage at 111%. (108% for hospitals under 100 beds.)
- (b) Maximum allowance package.
- (c) Maximum area travel as voted by NADCA.

2. Occasionally satisfactory and workable wage scale relationships in the hospital's administrative and technical categories will require an additional wage adjustment factor. In such limited cases by vote of the institution's board and with the approval of the related union conference executive committee and NADCA, a further allowance, in no case to exceed 15% of the administrator's maximum monthly package rate as listed on page 29, may be included in the total wage package; however, in all cases where this adjustment factor is used, the total wage provision must remain well within the community wage pattern. In order to renew the wage adjustment factor for any given health care institution, requests to NADCA through regular channels shall be made annually during the period between Annual Council and the time the wage adjustment factor is to be implemented for the following year.

3. The Administrator's rate would therefore be calculated as follows:

Salary (111 x \$720) _____	\$800.00	
Maximum allowance package _____	370.00	
Maximum area travel allowance _____	150.00	
Maximum monthly _____	<u>\$1,320.00</u>	
Maximum annually _____		\$15,840.00
Wage adjustment factor		
up to 15% of \$1,320.00 _____	<u>198.00</u>	
Maximum including WAF monthly _____	\$1,518.00	
Annually _____		<u>\$18,216.00</u>

4. Computing the wage adjustment factor: Beginning floor duty nurses community rate (see guideline requirements) multiplied by 185% = the administrator's package rate including the wage adjustment factor. (This

amount shall not in any case exceed the monthly maximum of \$1,518 as listed in paragraph (3) on page (27).

5. The "Package Plan of Remuneration for Health Care Institutions" will include all allowances (including area travel allowance) except reimbursable expense, retirement provisions, and, where the institution board so determines, scholarship grants and health care expense assistance.

6. Health care institutions may continue to set wage rates of personnel according to job classification without regard to the responsibility of the employee for dependents.

7. Because of varying effective dates for wage increases in community hospitals in different areas of the North American Division, it is agreed that the boards of the health care institutions, with approval of the related union conference committee, may implement wage increases at such date as seems advisable, it being understood that the effective date will be after the date of the Annual Council but may be prior to the effective date of the general denominational wage increase.

WAGE SCALE FOR HEALTH CARE INSTITUTIONS

Illustrative "Package Plan"

	%	<i>Starting Monthly Rate</i>	<i>Levels Annual Rate</i>	%	<i>Maximums Monthly Rate</i>	<i>Annual Rate</i>
Floor Duty, Reg. Nurse	100	714.00	8,568.00	120	857.00	10,284.00
Supervisor, Reg. Nurse	115	821.00	9,852.00	135	964.00	11,568.00
Assistant Director, Nursing Service	128	914.00	10,968.00	148	1,056.00	12,672.00
Dietitian, Head	128	914.00	10,968.00	148	1,056.00	12,672.00
Personnel Director	134	957.00	11,484.00	154	1,099.00	13,188.00
Medical Technologist	137	978.00	11,736.00	157	1,121.00	13,452.00
Director, Nursing Service	140	999.00	11,988.00	160	1,142.00	13,704.00
Director, Data Processing	148	1,056.00	12,672.00	168	1,199.00	14,388.00
Controller	153	1,092.00	13,104.00	173	1,235.00	14,820.00
Assistant Administrator	156	1,114.00	13,368.00	176	1,256.00	15,072.00
Associate Administrator	160	1,142.00	13,704.00	180	1,285.00	15,420.00
Administrator	165	1,178.00	14,136.00	185	1,320.00	15,840.00

The guidelines for establishing the beginning rate for the floor duty registered nurse are as follows:

- a. The rate that a new nurse is paid who has just received her license to practice with no previous experience as a registered nurse.
- b. The rate used for a 7:00 a.m. to 3:00 p.m. shift.
- c. The rate based on general floor-duty nursing. It should not include differentials paid for on-call, special areas in the hospital, or for those living outside of hospital housing.
- d. The rate based on a 40-hour week, or 172-173 hours per month.

In areas where beginning floor duty nurses' rates, set in harmony with the above guidelines, exceed the minimum rate listed on page 29, the wage adjustment factor may be applied as indicated on pages 27, 28.

PACKAGE PLAN OF REMUNERATION FOR UNIVERSITIES AND COLLEGES

Where the "Package Plan" is used in universities and colleges, it is recommended that each institutional board adopt a wage scale using the following guidelines:

1. The maximum rate of the president shall not exceed the sum of the following components:

- (a) Basic wage for president as provided in the wage scale.
- (b) Total Package Plan Allowances as provided in the wage scale.
- (c) Local Area Travel Allowance not to exceed \$150.00 per month.

2. The maximum rate of the assistant professor shall not exceed the 100 percent salary norm of the wage scale plus the total "Package Plan" allowances.

3. The "Package Plan" will include all allowances and benefits except reimbursable expense (exclusive of local area travel), retirement provisions, scholarship grants and medical expense assistance.

4. Categories of employees which are not included in the illustrative "Package Plan" wage scale will be paid on a similar basis in harmony with their position according to percentage in the basic wage scale.

5. The staff member who serves as chairman of department may be granted an additional amount of up to \$100.00 annually.

6. University personnel above the rate of assistant professor may receive \$100.00 annually above the illustrative scale for college personnel.

PACKAGE PLAN WAGE SCALE FOR UNIVERSITIES AND COLLEGES

<i>Classification</i>	<i>Approximate Monthly Rate</i>	<i>Annual Rate</i>
Instructor—Minimum	\$ 863.00	\$10,350.00
Instructor	884.00	10,600.00
Instructor	905.00	10,850.00
Instructor	925.00	11,100.00
Instructor—Maximum	946.00	11,350.00
Assistant Professor—Minimum	967.00	11,600.00
Assistant Professor	990.00	11,875.00
Assistant Professor	1,013.00	12,150.00
Assistant Professor	1,036.00	12,425.00
Assistant Professor—Maximum	1,058.00	12,700.00
Associate Professor—Minimum	1,067.00	12,800.00
Associate Professor	1,077.00	12,925.00
Associate Professor	1,088.00	13,050.00
Associate Professor—Maximum	1,098.00	13,175.00
Professor—Minimum	1,115.00	13,375.00
Professor	1,132.00	13,575.00
Professor—Maximum	1,148.00	13,775.00
Academic Dean—Maximum	1,267.00	15,200.00
Business Manager—Maximum	1,267.00	15,200.00
President—Maximum	1,320.00	15,840.00

Note: The Wage Scale Committee suggests that the following be considered in the implementation of the above schedule:

1. Maximum stipulation in each rank should be granted only to those with doctoral degrees.
2. Teachers with masters degrees or equivalent should start on the second step of the instructor rank.
3. Teachers with doctoral degrees should start on the third step of the instructor rank or the second step of the assistant professor rank depending on experience.

SUGGESTED PROCEDURES IN IMPLEMENTING THE NEW WAGE SCALE

These procedures are suggested to employing organizations in making plans to implement the new wage scale factor and allowance rates effective July 1, 1975:

1. Classify workers as to remuneration plan.
2. Set wage scale percentage for each worker (usually done at time of audit).
3. Determine within the policy limits the allowances package maximum for each of Plans I-IV in which you have classified your workers.
4. For each plan group proceed as follows:

Workers Under Plan I

- a. Multiply wage scale percentage of each worker by the current wage factor (July 1, 1975—\$720.00), rounding off to the next higher dollar.
(Example: $103 \times \$720 = \742.00 , rounded off.)
- b. Apply housing, job-related and need-related allowances according to policy.
- c. Apply need-related allowances according to policy.

Workers Under Plan II

- a. Determine *Package Wage Factor* for the group thus:

- | | |
|--|----------|
| (1) Wage factor _____ | \$720.00 |
| (2) Add housing and job-related flat rate which you have set as a maximum for area under consideration (maximum \$338 for educational system K-12, \$370 for food factories, publishing houses, denominational related industries) _____ | |
| (3) Total <i>Package Wage Factor</i> (lines 1 + 2) _____ | |

- b. Determine each worker's monthly package rate by multiplying his wage scale percentage by the total *Package Wage Factor* and round off to next higher dollar, but not above the modest community rate.

- c. Example:

Regular wage factor _____	\$720.00
---------------------------	----------

Housing and job-related package (set by your committee for this area) at say—	\$310.00	
Total <i>Package Wage Factor</i>		\$1,030.00
Worker A @ 85% would receive 85% or a total monthly package of _____ (if not above modest community rate)	\$876.00	

e. Need-related allowances may be applied according to policy.

Workers Under Plan III

a. Determine <i>Package Wage Factor</i> for the group thus:		
(1) Wage factor _____	\$720.00	
(2) Add housing and job-related flat rate which you have set as a maximum for area under consideration (maximum \$202.00 _____)		
(3) Total <i>Package Wage Factor</i> _____		
b. Determine each worker's monthly package rate by multiplying his wage scale percentage by the total <i>Package Wage Factor</i> and round off to next higher dollar, but not above the modest community rate.		
c. Example:		
Regular Wage Factor _____	\$720.00	
Housing and job-related allowance package (set by your committee for this area) at say— _____	\$180.00	
Total <i>Package Wage Factor</i> _____		\$900.00
Worker B at 85% would receive 85% or a total monthly package of _____		\$765.00
d. Need-related allowances may be applied according to policy.		
e. An hourly rate may be used for workers under Plan III. (See under Plan IV for calculation formula.)		

Workers Under Plan IV

a. Determine <i>Hourly Package Wage Factor</i> for the group thus:	
(1) Wage factor _____	\$720.00
(2) Housing and job-related flat rate which you have set as a maximum _____	

for the area under consideration
(maximum \$202)

(3) Total *Package Wage Factor*—
Monthly

b. Convert to hourly rate by dividing the figure in line a. (3) by 173.8.

c. Determine each worker's hourly rate by multiplying his wage scale percentage by the total *Hourly Package Wage Factor*, rounding off to the next higher cent.

Example: Regular wage factor	\$720.00
Housing and job-related allowances package (set by your committee for this area) at say—	\$180.00
Total Monthly <i>Package Wage Factor</i>	\$900.00
Divided by 173.8 = hourly rate (at 100%)	\$5.18
Worker C @ 85% would receive 85% or, per hour	\$4.41

d. Need-related allowances may be applied according to policy.

5. *Important.* Please note that the allowance package for any worker above 100% in the wage scale should not exceed the maximum allowance package for this group. In other words, the allowance package is scaled down proportionately for those who are below 100% but is not increased for those above 100%.

QUICK REFERENCE CHART

With Basic Wage Factor at \$720.00
(rounded off to next higher dollar)

%	Amount	%	Amount	%	Amount
118	\$850.00	93	\$670.00	70	\$504.00
115	828.00	92	663.00	69	497.00
114	821.00	91	656.00	68	490.00
113	814.00	90	648.00	67	483.00
112	807.00	89	641.00	66	476.00
111	800.00	88	634.00	65	468.00
110	792.00	87	627.00	64	461.00
109	785.00	86	620.00	63	454.00
108	778.00	85	612.00	62	447.00
107	771.00	84	605.00	61	440.00
106	764.00	83	598.00	60	432.00
105	756.00	82	591.00	59	425.00
104	749.00	81	584.00	58	418.00
103	742.00	80	576.00	57	411.00
102	735.00	79	569.00	56	404.00
101	728.00	78	562.00	55	396.00
100	720.00	77	555.00	54	389.00
99	713.00	76	548.00	53	382.00
98	706.00	75	540.00	52	375.00
97	699.00	74	533.00	51	368.00
96	692.00	73	526.00	50	360.00
95	684.00	72	519.00		
94	677.00	71	512.00		

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