

Spark Notes

Parish Leadership Staff Structure - How Can We Best Serve?

Prepared/Distributed by: Parish & School Personnel Office Department of HR
Archdiocese of Milwaukee – March 2018

A thriving Catholic community involves working relationships with the Pastor/Parish Director/Parish Administrator, employees, volunteers, and parishioners. Each parish is a unique entity within the defined Archdiocese of Milwaukee Parish Leadership Models.

In terms of the administrative facet of the four (4) Parish Leadership Models, the administrative responsibilities may encompass managerial, financial, human resource, communications, computers/IT, and facilities/building management duties. The duties of a director of administrative services will vary. This document will point out a number of considerations that may help in the determining the scope of the position.

The following major position responsibilities may or may not be fitting for each parish. Parishes are encouraged to use this as a guide in delineating their own individual needs in the area of Administration.

Ministry of Administration May Include the Following Responsibilities:

Managerial Responsibilities

- Directs the operation of the parish office, e.g., schedules, supervises, and evaluates office staff.
- Oversees operation of parish office computer and duplicating/faxing equipment.
- Supervises or directs the maintaining of parish membership and sacramental records.
- Attends staff meetings, Pastoral and Finance Council meetings, Archdiocesan and other committee meetings appropriate to the position.
- Coordinates and prepares parish response to liability and legal concerns, in accordance with Archdiocesan offices as appropriate.
- Monitors parish responsibility for local cemetery administration, if applicable.

Financial Responsibilities

- Maintains an accurate filing, recordkeeping, and reporting system for all parish financial matters.
- Prepares monthly, quarterly, and year-end reports for parish and Archdiocese, as needed.
- Administers a cash flow management system with purchasing and payment schedules clearly defined.
- Prepares, administers, and reviews/monitors the budget in collaboration with the Finance Committee, Pastor, and other committees.
- Monitors the collection, counting, recording, depositing, and reconciling of parish revenue from all sources.
- Acts as a resource to parish organizations in all financial matters, from planning to audit.
- Parish contact with financial institutions and the Archdiocese, in collaboration with the Trustee (treasurer).
- Assists in the planning of financial stewardship and long range planning efforts.
- Ensures internal controls.

Human Resources Responsibilities

- Develop and lead/manage a team of paid staff and/or volunteers.
- Development and communication of policies and procedures, e.g., personnel manual.
- Administers salary and benefit policies as directed by the Pastor and Personnel Committee.
- Establish and administer a staff compensation program including job descriptions, grade levels, salary ranges, and periodic (annual) benchmarking and adjustment.
- Ensure employees are paid on the established pay schedule and in accordance to State and Federal laws.
- Develop, document, and administrate staff recruiting process that meets the needs of ministry area leaders and ensures compliance with all state and federal laws.
- Support ministry area in the development of training and annual performance appraisals/development plans.
- Maintain all employee records to ensure compliance with all state and federal employment laws.

Communications:

- Create and maintain a favorable public image through print and social media.
- Create media releases and develop social media programs that engage and increase awareness.
- Interpret and translate information from one language into another language.

Computers/IT:

- Responsible for the day-to-day operation of computer and telecommunications networks.
- Provide technical help and advice to computer users and organizations.
- Support computer networks, telecommunications, and database management.
- Carry out security measures to protect an organization's computer network and systems.
- Website management and technical aspects, e.g., performance, speed, and capacity.

Facilities/Building Management Responsibilities

- Supervises the maintenance staff and manages major repairs or new construction.
- Negotiates contracts with suppliers and construction firms.
- Schedules use of parish facilities/building management and ensures all liability and maintenance needs are coordinated.
- Prepares, administers, and communicates a parish security policy to all staff and parish organizations.
- Collaborates with the Buildings and Grounds Committee in all areas of parish usage and maintenance.

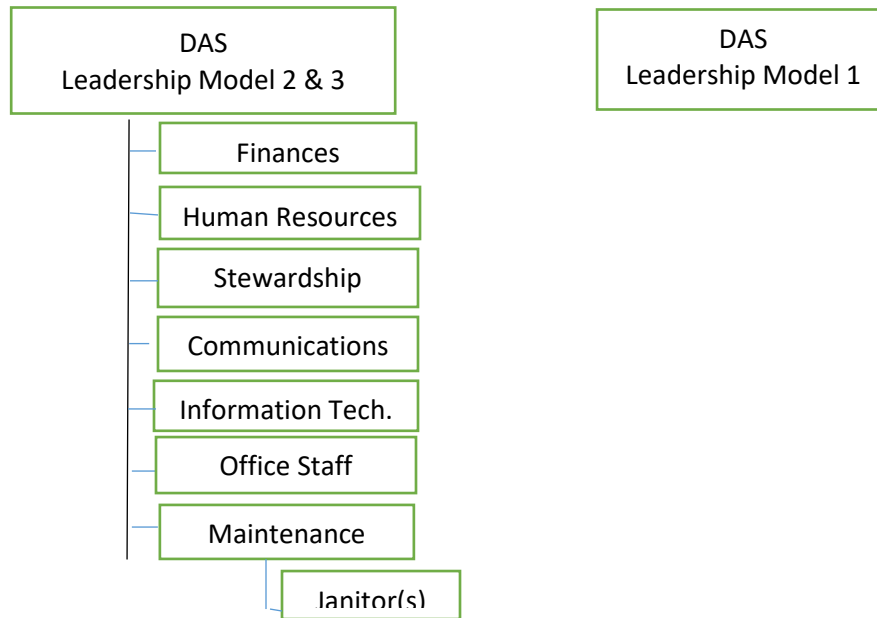
Stewardship:

- Education and administration of short and long term focus on discipleship, gratitude, and generosity.
- Plans, executes, and summarizes annual stewardship commitment and third source funding.
- Coordinate stewardship activities, e.g., campaigns, endowments, fundraising, etc.

In order to undertake the above major responsibilities a parish may choose to have its own method to see that the duties are being completed. This may include:

- Hiring staff employee(s) with all the above gifts,
- Sharing staff with other parishes,
- Outsourcing according to need, e.g., bookkeeping, payroll, human resources, facilities/building management, security, IT, etc.

Thus, you may an organizational chart for the Director of Administrative Services (DAS) that may appear as a single box or a DAS that may have a number of staff reporting to them. The span of control, the average number of people reporting to a supervisor, may be 7-10 depending on the knowledge, skill, and ability of the DAS and/or the diversity of the individual jobs. To have an employee manage more than 10 people, may set that person up for failure. Thus, having a lead person/position in an area may make the management of staff more doable.



Factors that May Be Considered When Addressing the Type and Number Positions:

In some cases, a parish is a standalone and in other situations, parishes may share staff. Data that may be taken into consideration when deciding the number of staff positions may include:

DATA DRIVEN FACTORS TO LOOK AT	SUBJECTIVE FACTORS
# of parishioners on record, past 7 years	Management style of leadership
# of active parishioners, past 7 years	Staff motivation
Parish enrollment declining or flourishing, past 7 years	Staff ability to accept change
Number of active ministries, past 7 years	Presence of teamwork
Average age of parishioners, past 7 years	Current staff stress level
Operating budget, past 7 years	Individual development of employees
Average giving per parishioner, past 7 years	Geography of parish
Number of buildings	
Age of buildings	
Miles to neighboring Catholic parish	
Number of volunteers/volunteer base, past 7 years	
Number of parish sites supporting	
Travel to supporting parish sites	
Total number of employees, past 7 years	
Staff turnover, past 7 years	
Number of contacts (phone or 1-on-1)/day	
Number of employee grievances, past 7 years	
Cost of current overtime, past 7 years	
Number of requests to defer, carryover paid time off	
Frequency of deadlines needing extensions	

School(s):

Models 1 and 2 encompass the potential of a school as part of the parish/parishes. If a school is part of the structure, consideration may be given to the school's areas of financial, human resource, communications, computers/IT, and facilities/building management duties in terms of duties associated with the Director of Administrative Services. It is important to have dialog with the Principal on the current structure and how and how the parish and school can work together and streamline processes while maintaining the mission of the parish and school.

Considerations to examine in relation to the duties related to the DAS and the school may include school's organizational structure, staff (number, turnover, culture); enrollment numbers and trends; operating budget, number of buildings, age of buildings, etc.

There is no specific formula, but you may want to check with a neighboring parish to see how their stats stack up. An employee log may also help getting a handle on if every task contributes or if steps can be eliminated or combined AND job shadowing employees may help to understand what the breadth and depth of the positions.

Be Creative:

A number of parishes hire a bookkeeper, janitor services, communications, etc. as an independent contractor. In other words, a professional that offers their services to the public. Many parishes purchase vendor services for their computer needs. Several parishes share a staff person with another local parish. There are many options depending upon the DAS's skills in finance, human resources, and management.

Hiring an independent contractor, freelancer, or a temporary employee through a temporary agency may be of consideration because the employer is not responsible for payroll taxes, unemployment, workers compensation, etc. Either the agency or the independent contractor is personally responsible for them (confirm all IRS rules are followed). A temporary agency is a way to test the water to see if the position is needed and it also serves as a means to try an individual out to see if the person is a fit for the position and culture.

This is the first time in American history that we have 5 generations working in today's workplaces. This is an opportunity to transfer skill that each generation excels at, e.g., computer, soft skills (listening, commitment, etc.), all the while developing collaboration, teamwork, and flexibility within the workplace to meet parishioner needs. This can take place in the format of internships, job sharing, and mentoring programs.

CREATING PROCESSES AND SYSTEMS TO STREAMLINE JOB DUTIES SHOULD ALSO BE CONSIDERED, esp. when multi-parishes are involved. Processes and systems support the work of employees. They also reduce the number of errors produced thus, doing the job right the first time. Some suggestions include using the same: Chart of Accounts, budget templates, personnel manual, performance evaluations, employee file set-up, etc. Insufficiency requires more staff positions, can lead to errors, employees tripping over one another, and lack of communication.

In Summary:

The Catholic Church, just as other service organizations, is being challenged to look at what is being done with resources at all levels, e.g., buildings, employees, earth, the role of technology is a tool, etc. Having an environment that supports all employees serves our parishioners and our local communities.