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Feedback from Priest and Parish Director Forum

March 10, 2017

Future Parish Leadership Models

Overall Summary:

All models have some value depending on the parish/multi-parish setting and some are more fitting depending on the size of the parish/multi-parish.

Model 1 – One Parish, One Pastor/Administrator/Parish Director

- 7 groups affirmed this model
- 1 group affirmed with additions
- 1 group recommended additions
- 1 group stated: “All are valuable amongst given contexts”
- 3 groups did not indicate affirm, add or change

Summary

This is a “traditional” model currently used in many places. It is more suited for larger parishes and models need to be considered for smaller number of staff members, especially given the cost of salaries and benefits for good lay ministers.

Affirmed

- Works for small parishes
- Any of these models work if you have a strong pastor or administrator
- It’s wonderful if you can do it
- If you’re trained and have the talents it will work well. In the past we had no training for the leadership role we were called to serve in.
- Traditional model currently used in many places. Seems to be a normal standard approach

Additions & Changes

- All the models are decent models. However, there are very few parishes that can afford this many staff members. We need to consider models that are made for small number of staff members.
- Requires good people working
- Role of Associate Pastor not mentioned. May need a box for that.
- We affirm, but this model is not as helpful as other ones proposed
- Mandate? Archdiocese must back pastors and give them what they need to help with administration.
- Helpful to larger parish, not so much smaller ones
- Doesn't really reduce the administration by a priest
- It will be challenging to afford salary and benefits for good people
- This does not address administration burdens on pastor, at least sufficiently

Comments

- Is 6 direct reports too many for a pastor?
- We need a good tool for personnel evaluation

Model 2 – Multi-Parish: 1 Pastor/Admin/PD and 1 Staff, 1 Council

- 7 groups affirmed the model
- 1 groups affirmed with additions
- 1 group recommended additions
- 1 group stated: “All are valuable amongst given contexts”
- 3 groups did not indicate affirm, add or change

Summary

This model is basically the same as model 1, but with more staff under department heads. The key to this as well as all of the models is good leadership and making sure the pastor/administrator/parish director has the qualities and leadership skills necessary for carrying out the model.

Affirmed

- We affirm of all of these models, and we think that each one of them could be possible for a given community. However, good leadership is the key to any model.
- This is preferred to model 3 because of the complexity it minimizes - at least from an administrative and economic perspective
- This model is the same as 1, just with more staff under department heads
- Reduction of administrative pressures
- Same basic model as model #1 (not really a new model)

Additions & Changes

- Perhaps the one thing we would add is to ensure that pastors have the qualities and leadership skills necessary
- Add the role of the Associate Pastor
- Affirm if you can afford it

Comments

- Do models 1 and 2 address the issue of fewer priests?
- Still too much supervision required of the pastor
- Many of these are currently in hands of volunteer, not paid staff as model envisions
- Better than model 1, but still not sufficient
- Catholics still bring all problems/issues to top person
- Models 1 and 2 have a lot of people reporting directly to the pastor for direct supervision
- It would benefit the pastor to have an administrative assistant
- We aren't very good at this model
- Performance reviews are needed
- Diocese has to provide guidance for various office workers

Model 3 – Multi-Parish: 1 Pastor/Admin/PD and Separate Staff and Separate Councils

- 4 groups affirmed this model
- 2 groups affirmed w/additions
- 1 group recommended additions
- 1 group stated: “All are valuable amongst given contexts”
- 1 group stated: “Wait & See?”
- 4 groups did not indicate affirm, add or change

Summary

This model is dependent on a common vision and mission between the pastor/administrator/parish director, COO and CFO. This could be a good model for parishes, however are there enough qualified lay people to serve as COO and CFO? These people need to be certified by the archdiocese and paid a just salary.

Affirm

- This could be a great model for most parishes, but are there enough qualified lay people to serve as COO and CFO? Paying just salaries and having reasonable work/life balances is essential. Perhaps only flagship parishes could do this.
- Both models 3 and 4 need good COO or CFO

Additions & Changes

- Will require great trust between pastors, COO and CFO. The COO and CFO need to be on the same page as the pastor. Need common vision – mission
- Sharing of direct supervision of staff would be good
- Does most to help priests, however financial challenge to priest and to delegation
- We realize we'll never be able to completely wash our hands of administration
- This is an appealing model, but less affordable
- Role of Pastoral Director not in diagram
- Director of pastoral ministry new position
- A parish with a school may need this a bit more
- How do you work an associate pastors into this?
- Will be hard sell to Finance/Pastoral Councils

Comments

- Reduces direct reports
- Removes direct connection with pastoral leader
- Seems like these are more like rebuilt parish
- Needs a good source of monies
- Rare model
- Concern the person in the pew and staff loses contact with pastor
- You have to raise up someone and pay them appropriate salary
- CFO and COO need to be certified by archdiocese to ensure mission
- Lack of Lay Ecclesial Ministers in our deanery
- “Wait & See” how they work in larger settings
- Chemistry piece placed on 1 or 2 people

Model 4 – Multi-Parish with One or More Satellites

- 5 groups affirmed this model
- 2 groups w/additions
- 1 group stated: “All are valuable amongst given contexts”
- 1 group stated: “Wait & See?”
- 4 groups did not indicate affirm, add or change

Summary

The Pastoral Coordinator is seen as basically the Chief of Staff and is the only direct report to the pastor/administrator/parish director. Some saw this as a successful model in non-denominational churches. This could be a good option to allow the pastor/administrator/parish director to be truly pastoral. However, a missing piece is the principal in models 3 and 4.

Affirm

- The Pastoral Coordinator is the Chief of Staff and is the only direct report to the pastor. This model has worked very well for successful non-domination churches.
- Option for pastor who serves really pastoral role
- Model 4 needs to be multi-parishes

Additions & Changes

- Affirm, but will require the right pastors
- Would work well if parish had only assisting priest(s)
- Models 3 and 4 – a missing piece is the principal. Principal should be listed as additional box under pastor.
- Not school accreditation model
- Have everyone in the staff work within close proximity with each other

Comments

- The possibility for staff instability due to the pastor's perceived distance
- People are used to having or getting a pastor's ear
- Too many layers of bureaucracy here
- Need the right pastor and coordinator to make this work
- “Wait & See” how they work in larger settings
- How do models 3 and 4 safely guard against the business-ification of the parish?
- The ideal and the real
- There is danger of losing the relationship with people

NEW Ideas and Suggestions

- The role of Pastoral Associate and Associate Priests could be incorporated into the various models
- Models seem to go from poor parish to rich parish
- "General Issues" Do we want different priests with difference "skill sets" (i.e. This guy can really bring parishes together) to stick with those sorts of assignments?
- Another problem is paying/affording the staff envisioned by the models
- Do priests really have sufficient HR background?
- We need to match parish models to leadership models, right?
- What about enumerating a skill set that would be helpful for a given assignment?
- Reframe: What are the different roles a priest could have in a parish?
- Are all these models way too corporate?
- Seton School will have an impact on these models
- No "insolidum" model team concept
- Which model and who will decide which model to use?
- We will be living in a non-institution/era and these models quite institutional, will have a short relevance
- Relationship to schools/principals needs more attention, unless school regionalization is being assumed
- What a parish wants and what a parish can afford may be two different things
- Develop a job description for pastor, for pastor coordinator, etc.
- Merging of parishes and consolidation of staff can be good
- None of the models speak to the issue of bi-lingual services
- Where does pastoral council and finance council and trustees fit into the leadership of the parish/cluster?
- All models fit parish - form follows function...
- All priests - should know leadership style
- Board, as part of reviews of sites, also seriously assesses or reviews priests capability of administration
- What happened to "Team" model?
- Do these models address small parishes?
- Will these models all be found in Pastoral Council Manual to reflect on and review?