

## Personnel/Human Resources Committee | Best Practice Resource Guide

Updated/Distributed by: Office of Parish & School Human Resources

Archdiocese of Milwaukee – December 2023

This resource guide provides guidelines in the formation and work of a parish personnel/HR committee. Note that in addition to the Parish Personnel/HR Committee, the Office of Parish and School Human Resources is available as a resource to parish leadership on all HR matters.

### Summary:

Personnel committees are a means to help the pastor/parish director/administrator (referred to as “pastor” throughout the document) create and maintain appropriate human resources structure. It is also a means for the parish to tap into the multifaceted gifts of the community. The personnel/HR committee:

- Is an optional committee of the parish Finance Council.
  - The basic task of the parish Finance Council is to make certain that there are funds available to carry out the mission of the Church effectively and that the finances of the parish are managed properly by providing advice and guidance to the pastor in the administration of the financial and administrative assets of the parish. Refer to “Parish Councils Manual” and the “Commissions and Committees Manual” on the Archdiocesan website.
  - This committee makes recommendations to the Finance Council concerning the adoption of parish human resources policies which are consistent with Archdiocesan guidelines.
- Serves as a valuable source of consultation to the pastor and Finance Council.
  - The actual hiring, supervision of employees, evaluating, and terminating employees is the responsibility of the pastor or the person delegated by the pastor. Per the Archdiocese guidelines, all terminations must involve a consultation with a qualified attorney or the Office of Parish and School Human Resources.
  - A well-functioning personnel/HR committee can be a valuable asset to the pastor in providing current professional and legal expertise. The Personnel/HR Committee can help to educate the pastor, councils and staff in the broad areas of Human Resource management.
- Acts as a resource to the parish, providing expertise to develop and monitor human resource structure and practices such as job descriptions, compensation, recruitment/onboarding practices, and employee handbooks, policies, and performance review procedures.

### Committee Formation and Description:

The committee should follow the Finance Council Norms for membership, chairperson, and meetings with the exception that they may meet fewer than six times per year. A committee may consist of five to nine parish members, including the pastor. The at-large member are appointed by the pastor. Staff members or a staff member’s immediate family cannot be members of the committee. Membership terms are three years and are limited to two consecutive terms. Members should have staggered terms.

All committee members must meet the following qualifications:

- a. Baptized, practicing Catholics
- b. Registered members of the parish
- c. Participants in the parish worship life, especially Mass and the sacraments
- d. At least 25 years of age
- e. Selected because of their familiarity with financial matters and related expertise, specifically human resources expertise for the Personnel/HR Committee.

The committee should submit regular reports to the Council as requested. The leadership of the parish should always be informed of a committee's plan to meet and its agenda.

It is recommended that the Personnel/HR Committee have or develop a Personnel/HR Committee Description document to form and continuously guide the work of the committee. The description document should define to whom the committee reports, purpose, scope, objectives, and responsibilities, similar to a job description for an employee. See Sample Committee Description on page 3 of this resource guide.

### **Committee Responsibilities:**

1. Participates in **personnel planning**: assesses personnel needs, engages in job analysis, prepares and rates job descriptions, develops a salary scale/benefit package and monitors use of contracts if there is a school. Note: Contracts are for school teachers and principals only.
2. Assesses the continually changing ministry needs of the parish and makes general **staffing recommendations** to the pastor and councils.
3. **Develops** a comprehensive approach to **personnel practices** based on sound personnel principles which are grounded in justice, consistent with legal aspects and Archdiocesan guidelines set forth in policies.
4. Develops and periodically **updates employee policies and processes** and effectively **communicates** these to appropriate persons/groups. Develops an employee handbook. Seeks input from individuals or groups affected by such policies.
5. Develops an **employee evaluation tool, a process, and monitors** its effective implementation.
6. Review the parish record keeping for personnel matters and benefit use and make any necessary recommendations for improvement.
7. Assists in recruiting members of a **search committee**, when appropriate, for the hiring of new employees.
8. Develops an **orientation process for new employees** and monitors its use and effectiveness.

### **Sample Committee Projects:**

After the pastor selects membership, committee projects are selected based on the needs of the parish. Projects may include:

1. Organizational chart that clearly defines the reporting structure of staff.
2. Position descriptions for staff and key volunteers.
3. Employee handbook creation or review.
4. Performance evaluation process and tool, plus recommendation on frequency of evaluation.
5. Compensation scale and benefits reviewed for its impact on recruitment, retention, and budget.
6. Recruitment and hiring procedures.
7. Existing training and recommended training based on parish needs.
8. Recognition best practices/ events for staff and volunteers.

## **SAMPLE COMMITTEE DESCRIPTION**

Purpose Statement – The purpose of the standing Human Resources Committee of St. Mary Parish is to foster and support to our leadership and employees with the tools they need to perform their ministry within the respective Federal and State laws, Archdiocesan and St. Mary Parish policies. Our committee reports to the Parish Finance Council, which includes the Pastor.

Scope – The HR Committee of St. Mary Parish will research and make recommendations on the personnel planning, structure, and processes in accordance with current HR best practices and in compliance with current Federal and State laws.

### Objectives:

1. Create and respectively review job descriptions every two years.
2. Assess parish personnel needs and assist in coordinating new employee search committees as requested by pastor.
3. Develop and review employee policies and the communication of the policies as requested and every two years, including a bi-annual review of the employee handbook.
4. Facilitate staff harassment training annually.
5. Create and maintain process for annual performance evaluations and a bi-annual employee satisfaction annual survey.
6. Other duties as assigned by pastor or Finance Council.

Meeting Frequency: Minimum of quarterly and as needed.

### Roles & Responsibility:

- Meeting Leader – Ask for agenda items; share agenda with members, Finance Council, and pastor four days before the meeting; facilitate each agenda item on the day of the meeting; ensure involvement of all participants; summarize action items at the end of the meeting; follow up between meetings to ensure team is on track with items agreed during the meeting; and appropriately coach members.
- Meeting Note Taker – Provide a written record of those in attendance, agenda items covered, decisions made, and action items (who is going to do what, by when) within three days of meeting date.
- Meeting Members – participate, follow through on item(s) promised, support the group, and seek agreement if there are different views.

### Meeting Format:

- Opening – Prayer, Minutes from previous meeting, and Agenda review.
- Agenda Item – Open with background, ask for input, build on ideas presented, summarize, and agree on action.
- Closing – Thanks and Prayer.

## **Resources:**

- **“Parish and School Employee Handbook Template and Analysis”**  
This guide is designed to help parishes develop employee handbooks and gives resources helpful to that process. It can be accessed here: <https://www.archmil.org/Resources/Parish-Personnel-Guidelines-Resource-Guide.htm>
- **“Parish and School Salary and Benefit Survey Report 2022-2023”**  
This annual report gives salary and benefit averages at parishes throughout the Archdiocese of Milwaukee. It also includes information on compensation planning for parishes. It has been released to participating parishes and schools. For organizations that did not participate in the survey, the pastor can request salary information for up to two positions by emailing [ParishandSchoolHR@archmil.org](mailto:ParishandSchoolHR@archmil.org).
- **“Guidelines for Recruitment, Interviewing and Selection of Parish and School Personnel”**  
This guide provides information on the search process. It can be accessed here: <https://www.archmil.org/Resources/GuidelinesforRecruitmentInterviewingandSelectingParishandSchoolPersonnel.htm>
- **Sample Job Descriptions** – these are available for a variety of parish and school positions and can be accessed at: <https://www.archmil.org/offices/HR-parish-school/Sample-Job-Descriptions.htm>
- **Sample Evaluation Forms** - these are available for a variety of parish and school positions and can be e-mailed to parishes by request to [ParishandSchoolHR@archmil.org](mailto:ParishandSchoolHR@archmil.org).
- **Open Job Listings** – The archdiocesan web-site (archmil.org ) has an “employment” section in which parishes can post their open positions. There is no charge for this service and parishes can list the openings themselves. For more information go to <https://www.archmil.org/Jobs.htm>
- **HR Review** - This personnel system checklist is an evaluation that may be used for self-evaluation or on-site review and is intended for use by parishes, schools, and cemeteries within the Archdiocese of Milwaukee. Pastors/Parish Directors/Administrators, Trustees, and Director of Administrative Services/Business Managers and/or Principals may find this a helpful tool to review their internal controls with regard to personnel.
- **Best Practice Resource Guides are also available on:**
  - Difference between an Employee and Independent Contractor and a Volunteer
  - Setting Employees Up for Success
  - Medical Leave in Wisconsin
  - Healthy Boundaries - Work Place Investigations
  - Coaching Employees – when needed for Performance Improvement Plan or Written Warnings

**Questions? Contact the Office of Parish & School Human Resources at  
414- 389-88HR(47) or [ParishandSchoolHR@archmil.org](mailto:ParishandSchoolHR@archmil.org).**