

**GUIDELINES
FOR RECRUITMENT,
INTERVIEWING, AND SELECTION OF
PARISH AND SCHOOL PERSONNEL**

**A PUBLICATION OF THE PARISH AND SCHOOL OFFICE
DEPARTMENT FOR HUMAN RESOURCES
ARCHDIOCESE OF MILWAUKEE**

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OVERVIEW

These guidelines have been prepared to assist pastors, parish directors, principals, designated parish leadership and search committees with the recruitment, selection and hiring of qualified and competent parish and school employees. The important responsibility of hiring qualified people to carry out the mission of the parish/school belongs primarily with the pastor. A comprehensive and effective selection process includes understanding the parish's legal requirements as well as establishing practices that will recruit and retain the most qualified individuals.

An effective hiring process begins long before advertising any employment opportunities. The critical **steps in the selection and placement process include: defining the position to be filled, attracting qualified candidates that meet the hiring qualifications, interview candidates and selecting the best candidate.** Attention to these steps will help avoid legal problems, hiring of unqualified personnel and will lead to the likelihood of obtaining the best fit between the person, position and parish.

The Parish and School Personnel Office is available to assist pastors, parish directors, principals, personnel committees and search committees with their recruitment and selection responsibilities.

Contact our office for assistance:

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CRITICAL STEPS IN THE INTERVIEW AND SELECTION PROCESS

1. Position Analysis

As with any parish/school employment vacancy, the first step is to examine the position description to see if it applies to the current mission, goals and financial status of the parish. Often over time, specific responsibilities and qualifications change and should be updated in a written position description.

A Personnel Committee, many times, is responsible for the development and review of position descriptions. Sample descriptions are included in the appendix and can be adapted to each parish. The position description must be an accurate and specific reflection of the essential duties, responsibilities, skills, knowledge and abilities of the job. Position descriptions should be consistent in format within each parish.

A typical description will start with a position definition and follow with a purpose, reporting structure, list of major responsibilities, description of working environment, and a detailed description of the required experience, education, knowledge and skills. Careful attention should be spent on identifying the minimum hiring qualifications. What education is required? What specific computer or technical

skills are needed? What amount of prior experience will be best? What skills, knowledge and abilities are required and what is only preferred? To attract the best candidate and eliminate those that may not be qualified, hiring qualifications must be specific and clear. Sample position descriptions are found in the appendix, A1-A7.

Prior to announcing and advertising a position, it is essential to have a written, agreed upon position description. Additionally, it is at this point that a discussion of the desired candidate characteristics and applicable compensation take place among the hiring officials.

After the position description is defined, further questions that need to be answered include:

- What is the desired timeline to fill the position?
- Will a search committee be used in the process? If so, who will be on the committee?
- What advertising and recruitment methods will be used?
- Are there specific internal candidates that need specific communication regarding the vacant position?
- Is there any better strategy to meet the needs and purpose of this position?
- What is a competitive wage for this position?
- Is this a contracted position? If so, are you using the available Archdiocesan approved contract?
- What is the pastor's/parish director's decision-making philosophy for the vacant position?
- What is the local parish's / school's policy and practice on filling vacancies?

At the end of this step, a written position description and strategy to fill the position vacancy will be completed and available to guide the search process.

2. Search Process

Once the position description has been defined and the characteristics of the candidates you wish to recruit, establishing the process to find the candidates is the next step. The best method to recruit and interview candidates is to establish a separate ad hoc search committee that is made up of appropriate members who have accountability and involvement in the new position. The search committee composition could be different based upon the specific position being filled. Certainly, for any leadership or ministry position, the pastor/parish director would be central to the process, and for school positions, the principal.

It is suggested that three to seven members be on any search committee. In addition to the pastor/parish director and/or principal, suggested members would include staff, who would be working peers, a member of the Personnel Committee who has knowledge of the interview process, someone who is knowledgeable about the technical and educational requirements of the vacant position. Suggested search committee membership based upon position title follow:

Search Committees For:

Principal

Pastor / Parish Director
Chair of the Education Committee / School Board
Member of the Personnel Committee
Parish Business Manager / Director of Administrative Services
Parish Council Chair or Trustee
Staff Member from Pastoral Leadership Team
Teacher(s)*
Home and School Representative
A Principal from a neighboring school

**Having teachers on search committees can be useful when the teacher's role is to help define the position requirements and qualifications. Having teachers in the decision making process must be carefully evaluated due to their subordinate relationship to a principal.*

Director of Administrative Services

Pastor / Parish Director
Trustee
Chair of Parish Council
Chair of Finance Committee
Member of Personnel Committee
Parish Members with career in Management/Finance

Teacher

Principal
Chair of Education Committee / School Board
Pastor / Parish Director
Two or three other teachers who would be team teaching with position or have demonstrated positive performance and contributions.

Often a principal does the selection of teachers without a committee. It can be helpful if principals obtain input from other teachers.

Ministry Positions (DRE, Youth Minister, Pastoral Associate)

Pastor / Parish Director
Director of Prayer and Worship
One or two members of Pastoral Leadership Team
Deacon
Principal
Member of Personnel Committee

Secretarial Positions

Supervisor of Position
Pastor/Parish Director or Principal
Director of Administrative Services
Member of Personnel Committee
Trustee

Maintenance Personnel

Pastor / Parish Director
Director of Administrative Services
Chair of Building and Grounds Committee
Parish Member familiar with building maintenance

It is important that the people selected to work on a search committee are knowledgeable about their given assignment and are educated about interview and selection techniques. **The pastor/parish director for parish positions and the principal for school positions usually direct the search process and delegate committee assignments.** The search committee is advisory to the pastor/parish director. It is possible that the pastor/parish director will not be involved in the actual interviewing of all positions, especially with large parishes where there is a large pastoral leadership team or with school positions where the principal has the accountability for staff. **However, it is critical that the pastor/parish director review and approve all final hiring decisions.**

When the search committee is convened, they must have assigned roles.

Key Roles of the Search Committee

Chairperson: Schedules the meetings; contacts the members; sets up the interview times with applicants; facilitates the selection process by relaying recommendations and information to the pastor/parish director. This person is responsible for ensuring the integrity of the process by maintaining an organized and systematic approach to filling the position.

Applicant Contact: This person is the key contact for applicants for questions and relaying information. This person must be knowledgeable about the position specifics and needs to be accessible to applicants.

Record Keeper / Secretary: This person is responsible for maintaining all documentation on the recruitment process such as advertisements, letters and applicant files; records minutes from meeting and recommendations made.

All members are to be reminded of the confidentiality and sensitivity involved in the hiring process.

3. Publicizing and Advertising Positions

Attracting the ideal candidate calls for proper and timely advertising. Newspaper advertising is costly yet it is often considered to be the only vehicle. In reality, more creative and diverse methods of advertising may draw more appropriate candidates.

The first place to advertise is with the Archdiocese of Milwaukee Job Opportunities on the Archdiocese Website. Parish and school personnel, with access to the Extranet, can post employment openings themselves. Contact Information Systems of the Archdiocese of Milwaukee, 414-769-3454, for assistance in setting up your Extranet access. Directions on how to post employment opportunities are included on Appendix page A-14.

Contact Mary Brzozowski in the Parish and School Personnel Office at 414-769-3329 for help or with any questions with posting your listing. Positions may be updated regularly on the website.

Advertising Suggestions

- Parish Bulletin (Not just your own - also use bulletins in your area/district/cluster.)
- Parish Website
- Other dioceses' vacancy lists (Chicago, LaCrosse, Madison, Green Bay, Superior)
- Parish bulletin boards
- Catholic Herald
- National Catholic Reporter
- County or State Job Service
- NCEA (National Catholic Education Association) website
- Milwaukee Jobs.com
- Wisconsin Department of Public Instruction
- Internet web sites that would be appropriate for the vacant position.
- Area College and University Placement and Career Centers
- Local grocery store bulletin boards (good for part-time clerical and maintenance positions.
- Word of mouth

When advertising a position, include what a candidate must submit with his/her application:

resume/cover letter
salary history
completed and signed application form
appropriate license or certification records
letters or list of references

When writing advertisements, state briefly but specifically, position requirements and qualifications. State position hours and any specific requirements, for example, "available every Sunday morning for RCIA program."

Use advertising dollars wisely - avoid ads on holiday weekends; include proper phone numbers and/or address where applicants may apply. Review your ad for accuracy. If the agency made an error, ask for the ad to be rerun or accept a credit.

4. Resume / Applicant Screening

It is strongly advised that you do not interview candidates until they have completed and signed an employment application. The signed application allows you to consider the candidate a legal applicant and authorizes you to ask employment-related questions and verify references.

Prior to scheduling interviews, screen all resumes and applications for proper qualifications, position requirements, accurate chronological job history, and gaps of unexplained employment. Eliminate candidates who do not possess the requirements for the position.

Take time to read through cover letters and reference letters. You can learn about a candidate from the written materials they provide. Carefully review the application form, looking for gaps in employment. This screening of applicants and resumes should narrow your applicant pool to those who will be invited to interview for the vacant position. This pre-screening process can be done by one or two members of the search committee.

When the screening process is completed, candidates to be interviewed should be ranked by qualifications

5. Interviewing

Before conducting any employment interviews, it is important to set the framework for the interviews. Decide if one on one interviews, a group setting or a combination of both will be used. In the interest of time and coordination of schedules, a group setting should be used whenever practical. It is advised that at least one individual private interview be conducted between the final candidate and the person he or she will report to.

Prepare structured interview questions for members of the interviewing team. Consistency in interviewing is important. The same questions should be asked of all candidates. Frame your questions around the position description. **A list of questions that cannot be asked are included in the appendix, A-8. Suggested interview questions are also included in the appendix, A-9.**

Each interviewer should have a list of specific questions they will be asking. To avoid duplication of questions, each interviewer should be assigned a specific area to explore with the candidate.

INTERVIEWING TIPS

- Avoid legal pitfalls - do not ask or make reference to a candidate's age, race, sex, marital status, dependents, worker's compensation claims, medical history or any other discriminatory information. A list of questions to avoid is included in the appendix.
- Considering the various ministry aspects of each vacant position, a careful review of the candidate's knowledge of the Catholic faith needs to be assessed. Many positions require candidates to be practicing Catholics. Others do not. For positions that require the person be Catholic, a very specific and direct question could be, "are you able to partake in the full sacramental life of our faith?".
- Do not be afraid to ask the direct question of past position separations. It is best to ask if a candidate has ever been disciplined or terminated in past positions.
- Open ended, behavioral questions will solicit the best responses from the candidates. An example of a behavioral question is, "tell me about a time you had to work with someone you disagreed with."

- Asking about a candidate's past experiences will be a good indicator of future performance.
- Follow up on a candidate's responses - probe deeper if a candidate has not fully answered your question.
- A good interviewer will allow the candidate to talk the majority of the time.
- Select interview times and location that is confidential and conducive to interviewing.
- Inform candidates thoroughly of the time, location and the people who will conduct the interview.
- Make a list of the "sales points" of the position. Treat every interview as a public relations opportunity for your parish/school. Candidates should always leave the process, whether selected or not, with a positive impression of the parish/school and its leaders.
- Be realistic and specific when describing the position. Do not overstate the job.
- Interviewing is more than a "gut feeling." Enter the interview as neutral as possible. Impressions are important, but evaluate both the objective and subjective findings.
- Provide a tour of the parish/school. Walking and talking with candidates will give you another opportunity to assess.
- Keep notes on the interview on a separate piece of paper; do not write on the resume or application.
- Take notes and evaluate the candidate's behaviors: eye contact, promptness, comfort, dress, preparation, courtesy and questions asked.
- Do not interview the most desired candidate just once. Set up a second interview to confirm and further evaluate your decisions.
- Do not feel obligated to interview "friends of friends" who clearly are not qualified.

Allow time to discuss, as a committee, findings and impressions of the candidates. In a committee setting involving the pastor/parish director, the pastor/parish director may choose to be removed from the discussion until a recommendation is made. The pastor/parish director should determine the desired strategy on the decision making process prior to interviewing.

6. Decision and Selection

Once all interviewing is completed, a final review of candidates is made by the Search Committee or hiring official. Narrowing down the candidates to select the best possible person involves a careful review of all the objective facts: education, work history, communication style, skills, knowledge, references, compensation,

work schedule, etc. It is important to be objective and stay focused on the position description. Members of the Search Committee should discuss feedback from the interviews and collaborate on findings. Any "red flags" surfaced in the interviews should be discussed and evaluated.

The committee makes its final recommendation to the pastor/parish director or the designated hiring official. The pastor/parish director will review the recommendation and may choose to interview the final candidate one more time. The recommendation in most cases will be accepted, but at times a pastor/parish director or principal may choose a different candidate.

7. Reference Checks

All potential new hires must have their prior employment, education and credentials verified. Resume fraud and misrepresentation on employment applications is a reality that must be faced. While the majority of candidates will present you with accurate information, always take the time to verify information prior to any employment offer.

Obtain the applicant's release to check references and perform a background check. **This is done by having a signed application.**

Because of the confidentiality involved, it is recommended that one person alone, preferably the person to whom the new person would report, conduct the references.

Call or write past employers for information. Just because someone has worked in another parish or Catholic school does not guarantee that their employment relationship was positive. Typical reference questions are:

- Why did this person leave your organization?
- Verify employment dates.
- What was the person's attendance record?
- Comment on strengths and weakness.
- Would you rehire this person?
- Is there any reason why we should not hire this person?
- Was this person a team player?

Verify teacher and principal licenses with the Department of Public Instruction (DPI).

Verify education credentials by obtaining original transcripts from colleges and universities.

Maintenance candidates should include a verification of required HVAC certifications and a motor vehicle check on their driver's license if the person will be driving parish owned vehicles.

If a candidate is currently under contract with another parish, the Search Committee must decide if they will proceed with the candidate and under what circumstances. A reference from the other parish/school is essential prior to a position offer.

A criminal background check must be performed on all parish and school personnel who work with children. Information on criminal background checks can be found at www.archmil.org. Follow these steps to open up the criminal check document.

- Go to www.archmil.org
- Click on **Safeguarding All of God's Family** under **Links**
- Scroll down to **Pastors and Principals**
- Click on **Requirements for Conducting Criminal Background Checks**
- **Download the PDF document** available on that page

Perform all references and background checks **prior** to the employment offer. It is much easier to dismiss a candidate for falsification of information than to have to terminate them after they have been hired.

If you have more than one final candidate, check references on both. It may help the decision-making process.

The person to conduct reference checks should be the Chair of the Search Committee or the person to whom this position will report.

If a reference changes your position on a candidate, it is best to let the candidate know that you are pursuing another candidate. **Do not disclose reference information to candidates.**

Be hesitant if a candidate restricts you from contacting certain references.

8. Employment Offer

The employment offer should come directly from the pastor/parish director or principal or other parish leadership employee who will be responsible for managing the new employee.

The verbal offer made should include: starting wage, start date, orientation details, work schedule and a review of benefits and contract specifics, if applicable.

If a candidate would like time to think about the offer, it is best to set a limit for his/her decision, so as to not delay other candidates. Forty-eight hours is a fair amount of time for a candidate's response.

Follow up the verbal offer with a written letter to include:

- Title
- Starting date
- Salary or wage expressed in hourly terms or biweekly for exempt personnel
- Contract for contracted employee. Do not sign the contract until it is returned with the new employee's signature.

Archdiocesan approved contracts **must** be used for the positions of principal, teacher, and religious educator. Contract forms for principals and teachers are available on-line as Adobe Acrobat PDF files. You must logon to the Archdiocese Extranet to access them. Contact Information Systems of the Archdiocese of

Milwaukee, 414-769-3454, for assistance. Whether contracts are used for other positions is a decision that must be carefully evaluated and determined by the local parish. It is advisable that contracts be used when clear written government policies, procedures, benefit summaries or handbooks are not available for employees. When contracts are used, the language must be from the Archdiocesan contracts or other legally approved language. Sample contracts are available in the appendix, A-11.

A sample employment offer is included in the appendix, A-12.

It is recommended that prior to the employee's first day, or on the first day of employment, the new employee meets with the appropriate person to complete new hire paper work. Payroll forms, W-4, I-9 forms, insurance enrollments, or any other personnel forms that are required.

9. Record Keeping

Keep a file on all candidates who apply. Retain completed applications and resumes for at least a year after the position is filled. These are confidential legal records and must be secured in a confidential location.

Send a response letter to all candidates who are not selected. A sample letter is included in the appendix, A-13. A chief complaint of applicants is that they never heard anything after they applied or were interviewed.

All new hires must have a personnel record on file at the parish/school. The Parish Personnel Guidelines offers information on personnel records.

10. New Employee Orientation

Now that a new person has joined the parish team, it is essential to provide him or her with proper training and orientation to the environment and to the position.

Prepare in advance the new person's first few days to make sure introductions are done and a full tour is completed.

Feeling welcome and a part of the team results in a positive first impression and hopefully will add to the success of the employee.

Do not let all your hard work in the interview process go astray by not being prepared for your new employee to start. A sample orientation checklist is provided in the appendix and can be adapted for any position.

The Parish and School Personnel Office can provide assistance in the employment process in the following ways:

- Developing position descriptions
- Compensation analysis and salary survey information
- Assisting search committees in developing effective recruitment/selection strategies
- Posting employment positions
- Providing contract, application, and reference check information

Feel free to contact our office when you need assistance:

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414-769-3370, tankr@archmil.org

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APPENDIX

- Sample Position Descriptions A-1 to A-7
 - Principal *A-1
 - Teacher *A-2
 - Director of Administrative Services A-3
 - Director of Religious Education (DRE) A-4
 - Parish Secretary A-5
 - Maintenance Personnel A-6
 - Pastoral Associate A-7
- Interview questions that are illegal A-8
- Sample interview questions A-9
- Application forms A-10
- Sample contracts A-11
- Sample employment offer letter A-12
- Sample applicants response letter A-13
- How To Post Employment Opportunities for Parish and School Personnel to Post on Their Own A-14

* Policies and guidelines regarding the qualifications and requirements of principals, teachers, and religious educators are also available in the Archdiocesan Department of Education Policy Manual. Reference policy 2210, 4113 and 4112.

SAMPLE POSITION DESCRIPTIONS A-1 through A-7

All position descriptions should include:

- Title
- Position Purpose
- Accountability - Reporting Relationships
- Major Responsibilities / Duties / Tasks / Functions
- Position Requirements / Hiring Qualifications
 - Education
 - Experience
 - Skills
 - Knowledge
 - Certification Level / Type

s: parish and school document/
parish and school guidelines

SAMPLE POSITION DESCRIPTION

Position Title: PRINCIPAL

Primary Function of This Position:

The principal administers (designs, develops, directs, and evaluates) the school's religious and academic programs and provides leadership in faith development, spiritual growth, and academic excellence. The principal is responsible for the supervision of academic staff.

Major Position Responsibilities and Regular Activities:

Design programs which foster a Catholic atmosphere in the school.

- Involves members of the community in prayer and liturgy.
- Provides for the development of a religion program which prepares students to proclaim the Good News and translate this proclamation into action.
- Fosters inter-personal relationships in an atmosphere of Christian love and concern.

Designs a program of studies which emphasizes academic excellence.

- Provides for the development and review of the school philosophy and goals by the school community.
- Provides for the development and review of total curriculum which integrates the students' intellectual, religious, social, emotional, and physical growth in the light of the gospel message.
- Builds parent communications with faculty and encourages parent-teacher-student interaction to ensure maximum student growth and development.
- Represents the school staff within parish leadership.
- Communicates with faculty regularly.
- Provides for growth, development, and evaluation of the faculty and staff.

Directs the ongoing management of the total school program.

- Recruits, interviews, and contracts for professional teaching and support staff.
- Supervises the daily operation and maintenance of the school.
- Supervises school related organizations.
- Ensures cooperation and compliance with state standards and Archdiocesan policies and guidelines.
- Provides a safe learning environment.
- Participates in the development of the school budget.
- Assists in the initiation, development, and adoption of education policies by the Commission on Education.
- Initiates, actively participates in, and provides for the evaluation of long-range planning and development for the school and parish.
- Ensures the commission's annual evaluation of the principal.
- Assists the commission

Implement a Planned Giving Program

- Using screening and rating information, develop a planned giving prospect database.
- Created Planned Giving materials.
- Identify, cultivate and solicit Planned Giving prospects.
- Develop and hold informational sessions on the topic of planned giving.

Position Specifications/Requirements:

Skills, Knowledge and/or Abilities (SKA's)

- experience in directing and implementing development efforts in a parish or school setting
- general understanding of budget and fiscal management processes
- understanding and experience in the fundamentals of development
- proficient in written and verbal communication
- ability to work collaboratively with people of diverse backgrounds
- ability to work independently
- knowledge of and adherence to ethical standards of the development profession
- ability to maintain confidentiality
- proficiency in MS Office and database management
- ability to maintain a flexible schedule, including evenings and occasional weekends
- ability to research and write grants
- understanding of the teaching of the Catholic faith and Catholic school operations
- ability to direct work of others

Education, Training and/or Experience:

Bachelor's degree in a related field required. Two to three years of non-profit development experience required. Computer literate in MS Office and database management preferred. Highly motivated individual with good interpersonal skills with strong emphasis in public speaking and organizational skills. Catholic preferred, but awareness of Catholic faith and education necessary. Ability to work independently.

Responsibility for Quantifiable Measures:

Local parish department budget.

Working Environment:

Ability to work some evenings and weekends.

CLASSROOM TEACHER

I. Job Summary:

The teacher is accountable to the principal to provide education to the grades and/or subjects assigned, to implement the _____ School philosophy, to follow the policies of the Archdiocese and the _____ School Education Committee, and adheres to the directives set by the school administration.

II. Duties and Responsibilities:

A. Professional Duties

1. provides an atmosphere for learning and the maintenance of discipline;
2. organizes and prepares materials and the classroom for students;
3. records attendance and receives notes from parents, participates in daily prayer and listens to announcements;
4. teaches assigned subjects;
5. assists students during task time;
6. supervises playground before school on the days assigned;
7. escorts students into the classroom at the beginning of the day and after the recesses;
8. escorts students to the bus at the end of the day;
9. supervises morning recess on the days assigned;
10. maintains a line of communication with parents through conferences, home calls and notes
11. plans assigned all-school liturgies;
12. plans and accompanies homeroom to assigned liturgies;
13. prepares lesson plans for respective classes;
14. evaluates and grades students' work
15. cooperates with the principal and staff in the planning and development of curriculum;
16. performs assorted duties as requested by the principal.

B. Record Keeping Duties

1. maintains grades;
2. records daily and Archdiocesan attendance records;
3. prepares report cards.

C. Meetings and Organizations

1. attends all faculty and in-service meetings and the annual convention;
2. attends Home and School meetings when requested.

- III. Job Specification:
 - A. Gains continuing education credits.
 - B. Gains necessary religion clock hours.

- IV. Job Qualifications:
 - A. Teaching certification issued by the State of Wisconsin.
 - B. Practicing Catholic
 - C. Previous elementary teaching experience
 - D. BS Degree

Sample Position Description

READING SPECIALIST

- I. Job Summary:

The teacher selects and designs appropriate material for the diagnosis and remediation of students' specific reading skill deficiencies, prepares lesson plans for volunteer tutors, provides an educational resource for the classroom teachers and keeps records of which methods and materials are used by each child. The Reading Specialist reports to the principal.

- II. Job Responsibilities:
 - A. Professional Duties
 - 1. teach reading to students as needed in grades K-8;
 - 2. provide challenging reading activities for students performing above grade level on reading tests;
 - 3. prepare lesson plans for volunteer tutors to use when teaching students;
 - 4. develop remedial materials designed to correct specific reading skill deficiencies;
 - 5. give, score and analyze informal reading inventories as necessary;
 - 6. participate in appropriate school functions, faculty meetings, in-services, conventions and seminars;
 - 7. attend continuing religious education classes.

 - B. Record Keeping Duties
 - 1. maintain a file folder for each student in which the activities and reason for these activities are listed, as well as the date of the activity;
 - 2. review students' performance on the magazine tests given in the classroom;
 - 3. maintain records of students' performances on the informal reading inventories.

- III. Job Qualifications:
 - A. Teaching certificate issued by the State of Wisconsin.
 - B. Background in reading and diagnostic testing for reading.
 - C. Basic Religious recognition.

Director of Administrative Services

(formerly known as Parish Business Manager)

Position Description and Competencies



Appendix A-3

Director of Administrative Services
(Formerly known as Parish Business Manager)

Position Description and Competencies

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Department for Human Resources
3501 South Lake Drive
P.O. Box 07912
Milwaukee, Wisconsin 53207-0912
(414) 769-3329

Director of Administrative Services

Position Description

Primary Function of this Position

The director of administrative services serves as a staff resource in support of the pastor, fulfilling parish administrative needs in finance, buildings and grounds, and personnel. He/she directs these efforts with technical and legal expertise within the framework of shared ministry in Christian and Catholic values.

Major Position Responsibilities and Regular Activities

The director of administrative services serves in a key parish management position. The director of administrative services, together with the pastor, deacon(s), and pastoral associate, form the core management team that ensures that the pastoral and administrative needs of the parish are sustained.

The duties of the director of administrative services will vary from one parish to another, dependent upon other staff resources and individual community demands. The following major position responsibilities may not be appropriate for each parish. Parishes are encouraged to use this as a guide in delineating their own individual needs.

Ministry of Administration

1.) Financial Responsibilities

- Maintains an accurate filing and 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 the budget process in collaboration with the Finance Committee, Pastor, and other committees. Assists the Finance Committee in presenting the budget to the Parish Council for approval.
- Monitors the collection, counting, recording, and depositing of parish revenue from all sources.
- Serves as a helpful resource to parish organizations in all financial matters, from planning to auditing.
- Serves as a 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.

2.) Administrative Responsibilities

- Directs the operation of the parish office. Schedules, supervises, and evaluates office staff. Oversees operation of parish office computer and duplicating equipment.
- Supervises or directs the maintaining of parish membership and sacramental records.
- Attends staff meetings, Parish Council meetings, and other committee meetings appropriate to the position. Attends the Archdiocesan meetings where appropriate for training and development.
- Administers parish salary and benefit policies as directed by the Pastor and Personnel Committee. May serve on search and screen committees.
- Assists with the hiring and selection of personnel in collaboration with the Pastor and Personnel Committee.
- Coordinates and prepares parish response to liability and legal concerns, in cooperation with Archdiocesan offices as appropriate. Understands role of Canon Law.
- Monitors parish responsibility for local cemetery administration.

- 3.) **Facilities Management Responsibilities**
- Supervises the maintenance staff and manages major repairs or new construction.
 - Negotiates contracts with suppliers and construction firms. Coordinates efforts with Building and Grounds Committee.
 - Schedules use of parish facilities 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.
- 4.) **Parish Ministry Responsibilities**
- Understands the overall parish mission and administers parish business operations in relation to it.
 - Participates in parish and Archdiocesan faith building programs and activities directed by the Pastor.
 - Understands Catholic social teaching and applies it in relation to parish policies and procedures.
 - Maintains confidentiality in all areas of responsibilities as required.

Skills, Knowledge, and/or Abilities

- 1.) **Financial Responsibilities**
- Knowledge of accounting and record keeping principles and practices.
 - Knowledge of cash flow management.
 - Knowledge and ability in budgetary principles including Archdiocesan regulations and procedures.
 - Ability to maintain accurate collection and deposit records.
 - Ability to communicate and offer assistance to a wide variety of parish staff and organizations.
 - Ability to represent the parish well in dealings with outside business and organizations.
 - Knowledge of fund raising and long range planning techniques.
- 2.) **Administrative Responsibilities**
- Ability to supervise clerical and administrative assistant positions. Working knowledge of computer operations and parish office equipment.
 - Knowledge of Archdiocesan record keeping requirements.
 - Ability to cooperatively work with small groups of volunteers.
 - Knowledge of personnel policies and procedures including legal requirements.
 - Knowledge of personnel selection procedures including legal requirements.
 - Awareness of liability and litigation procedures and ability to respond to federal, state, and local laws. Knowledge of Canon Law.
- 3.) **Facilities Management Requirements**
- Ability to supervise maintenance staff and basic knowledge of parish physical plant equipment.
 - Knowledge of work contracts and purchasing guidelines.
 - Skill in developing a facilities use schedule and the ability to communicate the same to parish organizations and staff.
 - Knowledge of current security technology and ability to communicate responsibilities to all appropriate groups.
 - Ability to work with small groups.

4.) Parish Ministry Responsibilities

- Knowledge of parish mission statement and ability to apply it to actual situations.
- Ability to project a faith-filled presence.
- Knowledge of Catholic social teaching and ability to apply it to actual situations.
- Ability to maintain confidentiality.

Education, Training, and/or Experience

College graduate or its equivalent required.
Major in Business Administration, Accounting, or Finance preferred.
Five to Ten years experience in business or management preferred.
Computer skills and knowledge of accounting required.
Supervision experience preferred.
Knowledge and understanding of the Catholic Church and its mission required.
Experience from volunteer efforts on parish committees and events preferred.

Responsibility for Quantifiable Measures

Working Environment

Frequent evening work may be required.

Director of Administrative Services

Competencies

The director of administrative services serves in a key parish management position. The director of administrative services, together with the pastor, parish director, and / or pastoral associate, for the core administrative team that insures that the pastoral and managerial needs of the parish are sustained.

The director of administrative services serves in a leadership role, as a staff resource in support of the pastor or parish director, fulfilling parish administrative needs in the areas of finance, buildings and grounds, personnel, day to day management, stewardship development, resource, and leadership development. This person directs these efforts with the technical, legal, and management expertise within the framework of shared ministry in Christian and Catholic values.

The following competencies should be used as a guideline when seeking a candidate for director of administrative services in a parish setting. It is recommended that the responsibilities of the director of administrative services be customized to each parish's needs.

Personal Development

- 1.) **Demonstrates a healthy personal maturity.**
 - Is aware of one's own feelings and deals with them appropriately, especially feelings of anger, fear, anxiety, and depression.
 - Accepts one's own limitations, accepts criticism, admits mistakes.
 - Foresees and accepts consequences of one's own decisions.
 - Recognizes and appreciates one's own talents, weaknesses, etc.
 - Is able to set realistic goals and priorities for one's self.
 - Uses prudence, consistency and common sense in judgements and behaviors.
 - Maintains physical, emotional, spiritual, and psychological well-being.
 - Demonstrates the ability to maintain confidentiality.

- 2.) **Demonstrates a healthy interpersonal maturity.**
 - Relates maturely and openly with authority.
 - Relates readily and comfortably with others.
 - Is able to tolerate shortcomings in others.
 - Is able to relate to and work with people of other cultures.
 - Is able to work within the appropriate role relationships of ministry.

- 3.) **Demonstrates a healthy spiritual maturity.**
 - Ability to project a faith-filled presence.
 - Knows the Christian spiritual tradition and utilizes its resources.
 - Is able to balance personal vocational commitments with ministry.

Valuing

- Demonstrates in thought and action an awareness of the Church's mission to society by showing compassion for people who experience homelessness, poverty, grief, abortion, single parenthood, etc.
- Demonstrates leadership as a service to the community.
- Is able to take responsible actions to insure the protection of the person and the integrity of the parish community.

- Demonstrates trustworthiness and dependability.
- Exhibits a mature commitment to the Church.
- Seeks a variety of approaches to parish life and invites diverse opinions.
- Incorporates multi-cultural awareness, sensitivity, and acceptance when implementing the principles of Catholic social teaching in all aspects of parish administration. e.g.: hiring, bidding, facility use, purchasing, investments, etc.

Critical Thinking

- Understands and demonstrates a high level of competency in accounting and record keeping principles and practices, including, but not limited to cash flow management, audit and budgeting principles, collections, and deposits.
- Understands and demonstrates the ability to apply the principles of personnel administration effectively.
- Understands and demonstrates the ability to apply management principles for non-profit.
- Understands and models effective leadership appropriate to the position in a participative manner.
- Understands the importance of volunteers within the parish ministry structure and can effectively contribute to the formation and management of the volunteer system.
- Understands and exhibits a key role in achieving a viable system of networking with the parish infra-structure.
- Demonstrates an awareness of facilities management including repairs and maintenance, contract negotiation, inventory, scheduling, insurance, municipal, state, and federal codes, building security, and long-term planning.
- Understands, identifies, and uses appropriate resources for the promotion of stewardship development, resource development, leadership development, and volunteer development.
- Understands and effectively demonstrates administration as part of the parish pastoral mission.
- Demonstrates an awareness of Canonical and Archdiocesan policies and procedures and accesses appropriate Diocesan resources.
- Demonstrates an awareness of Catholic social teaching and economic justice for all.

Communication

- 1.) **Incorporates an invitational approach to administration.**
 - Demonstrates effective listening skills as well as direct communication skills.
 - Demonstrates the use of conflict resolution skills.
 - Uses effective public speaking skills.
- 2.) **Insures that there is effective inter/intra-parish communication.**
 - Uses meetings, newsletters, bulletins for effective communication.
 - Demonstrates prudent judgement in dealing with external media.
 - Demonstrates that he/she can be a visible leader in designated ministry areas to district, diocesan, community, civic, and religious groups.
- 3.) **Animates an enthusiastic response to involvement in Parish life and the mission of the Parish.**
 - Demonstrates the ability to articulate the parish vision and motivate people to respond to it.
 - Is able to motivate people to respond to the mission of the universal church.
 - Incorporates prayer in regular communications and at meetings (where applicable).
- 4.) **In conjunction with the pastor / parish director, oversees and insures the implementation of communication vehicles.**
 - Manages the communication system in the parish.
 - Maintains parish archives.
 - Maintains accurate census and demographic information.

Interaction

- 1.) **Interacts with others with ease and relates to them as participants in ministry.**
 - Understands and adapts to various personality styles, age, gender, and cultural differences.
 - Understands and uses appropriate leadership styles.
 - Contributes to a spirit of harmony and teamwork.
 - Interacts productively with parish staff, trustees, and other parish leadership (governance and management) groups.
- 2.) **Understands group development and has the ability to facilitate group dynamics and conflict resolution.**
 - Understands the nature of parish councils and serves as a resources for their development.
 - Interacts productively with the pastoral staff and other parish leadership groups.
 - Engages people in faith sharing dialogue as appropriate.
 - Is able to run effective meetings.

Problem Solving

- 1.) **Has the ability to foresee- in the areas of one's specific responsibility- potential tensions and take steps to solve them before they become major issues.**
 - Is able to detect and name potential tension areas, particularly in governance and management.
 - Is able to bring people together to address these issues.
 - Is flexible and sensitive to the multidimensional aspects of parish life.
 - Demonstrates a positive, healthy approach in working through complex issues and processes.
 - Has the ability to communicate with the pastor, parish director, and / or pastoral staff in problem solving and elicits their support within the parish leadership (governance and management) system.
- 2.) **In the area of one's specific responsibility, manages problem solving related to developing and implementing pastoral and management practices.**
 - Is able to use a planning approach to solve complex issues.
 - Has the ability and knows the resources to work with others to solve problem issues.
 - Has the knowledge and ability to solve problems arising from inter-parish collaboration.

Global Perspective

- Understands, appreciates, and functions with the knowledge that the parish is part of the universal Church and promotes this global perspective.
- Understands and operates with the vision of the parish's role in the district, Archdiocese, and community while promoting inter-parish collaboration.
- Understands and has the ability to focus and motivate people to make decisions related to the good of the global environment.
- Recognizes and promotes solidarity with all of humanity.

Aesthetic Responses

- Is sensitive to the role that the parish environment plays in being a welcoming and prayerful community and supports the development of such.
- Endeavors to insure that the overall plant environment is accessible, hospitable, and sensitive to all people's needs.

s: parish and school documents

Sample Position Description

DIRECTOR OF RELIGIOUS EDUCATION

A Vision of this Ministry

Directors of Religious Education are parish ministers who have acquired specialized training in religious studies, theology and related areas. They provide leadership in the design and implementation of programs for adults, youth and children to assist in building a solid foundation for adult spirituality, Christian living and ministry. DRE's empower parishioners to respond more fully to their baptismal call to word, worship and service mainly through reflection upon life experiences in the light of Jesus' Gospel and message.

Responsibilities and Tasks

Ministry of Administration

The Director of Religious Education:

1. Collaborates with the pastor, under his supervision, and with other members of the parish staff integrating his or her own area of responsibility with the overall parish endeavor.
2. Develops a coordinated approach toward total parish religious education (i.e., faith development through catechesis on all age levels), and collaborates with the catechetical staff in formulating a statement of catechetical purpose.
3. Researches the religious education needs and preferences of the people of the parish, designs catechetical programs to meet those needs, with particular emphasis upon adults, in accord with the principles enunciated in Church documents and Archdiocesan policies. He or she chooses suitable materials for these programs.
4. Oversees the recruitment of catechists and support staff, and provides them with continuity and support.
5. Directs the work of the religious education professional and support staff.
6. Where there is a policy-making board for religious education, acts as its executive officer administering the policies established by this board.
7. Undertakes ongoing evaluation in the light of goals and objectives based on the catechetical statement of purpose.
8. Prepares and manages the religious education budget in collaboration with the pastor.
9. Ensures that accurate records are kept of catechists, children, families, etc.
10. Serves as a communication link between the catechetical program and the rest of the parish, including the catechetical staff, parents and the parish at large.
11. Provides catechetical consultation to the other members of the parish staff.

Ministry of Worship

The Director of Religious Education:

1. Ensures that opportunities are available for liturgical worship services in all religious education programs.
2. Collaborates with the Coordinator of Liturgy and/or Director of Music Ministry to assure that liturgical worship is integrated with catechetical programs.

Ministry of Education

The Director of Religious Education:

1. Invites, motivates and trains volunteers to assist as responsible leaders for various aspects of the total program.
2. Develops a learning community among the catechists so that they assimilate the basic principles of pedagogy and androgogy, and are able to apply this knowledge for the particular grade/age level.
3. Facilitates personal faith growth among catechists as a Christian community.
4. Presents to catechists and others, the teaching of the Catholic Church according to the catechetical principles enunciated in Church documents: universal, national and Archdiocesan.
5. Provides opportunities for parents to exercise their role as primary catechists by taking an active part in the religious education of their children.

Ministry of Pastoral Services

The Director of Religious Education:

1. Calls forth personnel from among the members of the parish to assist as responsible leaders for various aspects of the program.
2. Is visibly present at principal parish events.
3. Promotes good public relations both within and beyond the parish, and is involved in ecumenical, cluster, Deanery and Archdiocesan networks of professional peers.

Qualities

While DRE's possess many qualities common to all pastoral ministers, a few are particularly important. The capacity to relate to a wide variety of people, a spirit of generosity, and the ability to delegate and collaborate are essential because the ministry of the DRE often intersects with other parish ministries. Flexibility realism, enthusiasm and a sense of humor are also important qualities for the DRE.

Competencies and Skills

In addition to the competencies and skills needed by all pastoral ministers, there are several which a DRE needs in particular. He or she:

1. Is able to articulate the philosophy and theology underlying the parish religious education program.
2. Can guide and write the statement of catechetical purpose, the goals and objectives of this statement, and provide the programs to implement these.
3. Is able to guide the catechetical staff in the systematic assessment of the catechetical needs of the parish.

4. Is able to understand catechetical methodology, adult faith formation, and the standards and policies of the Archdiocese for religious education.
5. Is able to articulate Catholic theology in light of the teachings of the Church since the Second Vatican Council.
6. Can incorporate appropriate content from Catholic scholarship into catechists' training and other adult religious education programming.
7. Is able to formally evaluate the catechetical programs.
8. Can integrate the catechetical thrust of the parish with liturgical celebration.
9. Is able to assemble literary and audio-visual resources.

Formation, Training and Criteria for Readiness

In addition to the training for all pastoral ministers, the Director of Religious Education should also possess the following:

Educational Preparation

The DRE is to have a Master's Degree in religious education, theology, scripture or liturgical studies with course work in the same areas. Studies toward this degree preferably include course work in "theology, scripture, liturgy, psychology, educational theory" (National Catechetical Directory, #214).

Catechetical Preparation

To function effectively, the DRE needs experience in catechizing or teaching religion. A minimum of four years catechetical experience is recommended, i.e., experience as a religion teacher in an elementary or secondary school, or as a catechist in a parish religious education program. Experience on a variety of levels, including child catechesis in particular, is preferred.

Administrative Experience

To function effectively, the DRE needs administrative experience, ideally in the direction of some phase of parish catechetics or in some other administrative capacity which involves the direction of programs and personnel. At least two years administrative experience is recommended.

PARISH SECRETARY

Sample Position Description

Status: Full / Part-time, Non-exempt, 12 month
Reports to: Director of Administrative Services

Primary Function of This Position

Provide secretarial and clerical support for the parish office operations.

Position Content

Major Position Responsibilities and Regular Activities

1. Provides the receptionist services for the parish office:
 - Records clear and accurate messages;
 - Handles routine questions about policies;
 - Greets and meets visitors.
2. Provides secretarial and clerical services to the pastor / parish director and Director of Administrative Services:
 - Prepares regular and bulk mailings;
 - Screens incoming mail;
 - Distributes mail and other related material;
 - Maintains filing system;
 - Monitors and orders office supplies;
 - Typing, as required.
3. Provides bookkeeping / recordkeeping services for the parish:
 - Maintains records for the parish office (e.g. recording of marriages, baptisms, funerals, new parishioner registrations, financial contributions, etc.);
 - Does data entry;
 - Assists with preparation of payroll and other bookkeeping procedures.
4. Coordinates and schedules volunteers in the parish office.

Position Specifications / Requirements

Skills, Knowledges and/or Requirements

- Must have knowledge of and skill in using computers and word processing.
- Must have proficient typing skills.
- Must have ability to communicate verbally and in writing.
- Must have basic knowledge of how the parish operates and is able to grasp how the parish office functions.
- Must have ability to maintain confidentiality in all matters.
- Must have ability to relate to variety of persons.

Education, Training and/or Experience

- Previous training on or applicable experience using computer hardware and software required.
- Three to five years in general office setting working with public, desired.

Responsibility for Quantificale Measures

N/A

Working Environment

- The parish secretary works the normal work week. Occasional overtime

s: parish and school documents

Sample Position Description

MAINTENANCE SUPERVISOR

Status: Full-time, Non-exempt, 12 months
Reports to: Director of Administrative Services

Primary Function of This Position

Oversee and supervise all aspects of maintenance in a safe and effective manner.

Position Content

Major Position Responsibilities and Regular Activities

1. Instructs and monitors maintenance staff in general custodial tasks:
 - Trains and reviews employee performance;
 - Establishes daily work assignments;
 - Reviews and approves time sheets;
 - Supervises grounds maintenance;
 - Sets up facilities for parish events such as weddings, funerals, festivals, etc.
 - Maintains clean and safe environment in work area;
 - Works with volunteers as directed by Director of Administrative Services.
2. Maintains communication with appropriate persons:
 - Communicates parish personnel policies to maintenance staff;
 - Maintains channels of communication with Director of Administrative Services, School Principal, on an "as needed" basis;
 - Verifies contractor activity;
 - Accompanies all inspectors (fire, health, insurance, EPA, etc.) on their rounds;
 - Works with parish facilities committee as directed by Director of Administrative Services.
3. Performs as an operations technician:
 - Maintains buildings and equipment in state of repair to provide continuous effective operations.
 - Performs routine repairs and obtains necessary certification if required.
4. Purchases supplies for maintenance as needed:
 - Maintains a cost-effective inventory of supplies and tools, within the budgeted guidelines;
 - Refers all supplier contracts to Director of Administrative Services as directed;
 - Verifies receipt and condition of supplies;
 - Attends seminars as requested by Director of Administrative Services .
5. Maintains open file of emergency systems, i.e. plumbing, electrical, fire, sewage, underground tanks, etc.
6. Maintains cemetery.

Position Specifications / Requirements

Skills, Knowledges and/or Abilities

- Must have necessary mechanical skills.
- Must have good interpersonal communication skills, working with a wide variety of staff and volunteers.
- Must have ability to organize and prioritize time.
- Must have ability to perform outlined tasks.
- Must have ability to supervise others.
- Must have ability to maintain confidentiality.

Education, Training and/or Experience

- Boiler certification desirable.
- Three or more years supervisory experience in related field.
- Previous maintenance experience.

Responsibility for Quantifiable Measures

Responsible for maintaining inventory at requested levels.

Working Environment

Evening and weekend work will be required. Exposure to climate changes, uncomfortable temperatures and fumes. Works with machinery and equipment requiring considerable caution. Frequent lifting and standing. Must be able to lift objects of over 75 pounds (tables, chairs, supplies, etc.) on a consistent but variable basis.

PASTORAL ASSOCIATE

Position Description and Competencies

Archdiocese of Milwaukee
Human Resources Department
3501 S. Lake Dr. - PO Box 070912
Milwaukee, WI 53207-0912
414-769-3329 or 1-800-769-9373, ext. 329
(Toll free in ten counties of Archdiocese)

1994 Archdiocese of Milwaukee
Revised 2004

INTRODUCTION

The duties of the pastoral associate, like the associate pastor, will be highly diversified from one parish to another dependent upon other staff resources and individual community demands. **The following position description may not be appropriate for each parish and it is unlikely one individual will fulfill all aspects of this description.** Parishes are encouraged to use this as a guide in delineating their own individual needs. It is important, however, that the title "Pastoral Associate" not be used for jobs differing in scope and responsibility from this Archdiocesan description.

POSITION DESCRIPTION

Primary Function of This Position

A pastoral associate is a generalist serving in an important parish leadership position. He/she assists the pastor or parish director in the daily operation of the parish. This involves collaboration with the pastor/parish director and parish staff in the overall pastoral care of the parish. This may include the direct coordination of one or more specific ministries, e.g. sacramental planning, educational formation, pastoral ministry, and/or parish administration. He/she supports and promotes collaboration among parishes within the cluster and district as well as with the ecumenical community. The pastoral associate is hired directly by the parish and is accountable to the pastor or parish director. Working with the pastor/parish director, the pastoral associate fulfills a critical role in the leadership of the parish.

Major Position Responsibilities and Regular Activities

- 1. Ministry of Worship**
 - Assists in the preparation of parish sacramental celebrations through collaboration with all stakeholders.
 - May lead communal prayer services, including wakes, final commendation and committal services, stations of the cross, and ecumenical celebrations.
 - Preaches when pastorally and canonically appropriate.
 - Assists in the formation and preparation of individuals and families for the sacraments.
 - Assists couples regarding marriage and annulment procedures, as directed by the Archdiocesan Tribunal Office.
 - Is a visible participant in liturgies, prayer services, parish events and programs. May represent the pastor or parish director in their absence.
- 2. Ministry of Education**
 - Assists parish staff, volunteers and parish groups in spiritual development and formation. May develop retreats, in-services and prayers that foster faith in individuals and groups.
 - Assists in the formation of the entire community in the understanding of the parish mission.
 - Collaborates with other parish staff in providing child, youth and adult religious formation, including catechist formation.
 - Serves as a resource to other staff and volunteers in interpretation of Church teaching and canon law.
- 3. Human Concerns**
 - Assists the pastor or parish director in fostering a sense of community within the parish in which new members and established parishioners feel a sense of belonging to each other, the parish, and the larger Church.
 - Directs pastoral services for individuals suffering from illness, grief, spiritual crisis.
 - Assists in responding to the needs of the poor, the uninsured, and the forgotten in the parish and the community.
 - Affirms family life and encourages spouses and parents in their roles.
- 4. Administration**
 - Supervises one or more specific ministries within the parish and oversees budget and financial records for these ministries.
 - Collaborates with the pastor or parish director and other parish staff in the management of the parish. Also understands the roles of the trustees, parish council and other committee responsibilities.

- Assists in maintaining parish, civil and canonical records.
- Together with the pastoral staff, provides for and implements pastoral planning and strategic planning which will include addressing the stewardship needs of the parish.

Skills, Knowledge, and/or Abilities (SKA's)

1. Ministry of Worship

- Knowledge of Catholic sacramental theology including current Church teaching and issues related to: RCIA, Baptism, Confirmation, Eucharist, Reconciliation, Marriage, Anointing and Funeral Rites.
- Ability to lead large and small groups in prayer during liturgical celebrations.
- Ability to preach the Word of God. Knowledge of Church law concerning canonical limitations of this position.
- Ability to counsel and train individuals in Church sacraments.
- Knowledge of Church law concerning marriage and annulments.
- Skills in interpersonal contact with the parish community. Must enjoy people and be comfortable in sharing their lives with them.
- Knowledge and application of the Catechism of the Catholic Church.

2. Ministry of Education

- Demonstrates an active faith life and is able to translate this into action for others. Will possess skill in organizing spiritual programming.
- Knowledge of the mission of the parish and the Church and can enable others to live this mission in their own lives.
- Must have an understanding of and ability to use collaborative management skills.
- Strong knowledge of Church teachings, canon law and biblical studies.
- Awareness of different methodologies - especially for different age groups.

3. Ministry of Human Concerns

- Knowledge and ability to form group cohesion and consensus, leading to effective empowerment for group action.
- Knowledge of and integration of Catholic social teachings and world mission awareness.
- Skill in counseling individuals and groups - especially in times of personal tragedy and pain.
- Understanding of the needs of the parish and a compassion for the poor and forgotten members of the community.
- Provides for the special needs of the community in accordance with the Archdiocese Code of Ethics.

4. Ministry of Administration

- Knowledge and skill in budgeting, finances and overall management operations.
- Skill in supervision, motivation and evaluation of staff performance.
- Knowledge of Catholic and parish organizational structure in accordance with Archdiocesan Parish Leadership Manual.
- Knowledge of distinction between parish governance and parish management.
- Ability to work cohesively with other staff, volunteers, and parish community.
- Knowledge of record keeping regulations as pertains to both civil and Church laws.
- Ability to utilize organizational skills in short and long range planning.

EDUCATION, TRAINING, and/or EXPERIENCE

Masters degree or its equivalent required. Masters of Divinity, Theology, Pastoral Ministry, Religious Studies, or other degree with certified lay ministry training preferred. Parish based ministry experience of at least two years required. Experience in ministry leadership, counseling, public speaking, human resource management and administration required. Is an active participant in the work of the Catholic Church and is able to partake in the full sacramental life of the Church.

RESPONSIBILITY FOR QUANTIFIABLE MEASURES

Responsibility for specific financial areas will vary greatly from parish to parish.

WORKING ENVIRONMENT PARISH SETTING

The nature of this position requires availability for frequent evening and weekend work.

COMPETENCIES

The pastoral associate is a person of faith who embraces the Second Vatican Council's vision of the Church. The pastoral associate demonstrates a healthy spiritual maturity and is committed to his or her own spiritual development. The pastoral associate values various forms of Catholic spirituality and puts high priority on leading through serving. Critical thinking skills which include the ability to apply sound theological, educational and management principles to pastoral situations are vital to this position. The competencies needed for the position also include good communications and interaction skills. The pastoral associate collaborates with the pastor/parish director and pastoral staff to insure that the overall parish environment is accessible and welcoming. The ideal candidate will work out of a global perspective recognizing and promoting solidarity with all humanity.

These competencies describe the "ideal" pastoral associate. No one person will have all of the competencies, but all of the competencies are important.

A. Personal Development

1. Demonstrates a healthy personal maturity.
 - Is aware of ones own feelings and deals with them appropriately, especially feelings of anger, fear, anxiety and depression.
 - Accepts ones own limitations, accepts criticism, admits mistakes.
 - Foresees and accepts consequences of ones own decisions.
 - Recognizes and appreciates ones own talents, weaknesses, etc.
 - Is able to set realistic goals and priorities for ones self.
 - Uses prudence, consistency and common sense in judgments and behaviors.
 - Maintains physical, emotional, spiritual and psychological well-being.
 - Demonstrates the ability to maintain confidentiality.
2. Demonstrates a healthy interpersonal maturity.
 - Relates maturely and openly with authority.
 - Relates readily and comfortably with others, both men and women.
 - Is able to tolerate shortcomings in others.
 - Is able to relate to and work with the Church's diverse population.
 - Is able to work within the appropriate role relationships of ministry.
3. Demonstrates a healthy spiritual maturity and commitment to spiritual growth.
 - Can articulate a baptismal call to service, and understand ones own personal gifts and growth areas for pastoral ministry.
 - Is committed to ongoing spiritual development within a Eucharistic faith community.
 - Knows the Christian spiritual tradition and utilizes its resources.
 - Is able to balance personal vocational commitments with ministry.
 - Demonstrates a developed spirituality for ministry, with its appropriate personal pattern or rhythm of prayer, reflection and discernment, embracing the call to holiness.
 - Is committed to helping others deepen their relationship with God.

B. Valuing

- Understands and appreciates the various forms of Catholic spirituality.
- Demonstrates leadership as service to the community.
- Understands and values diversity within the Catholic tradition and promotes Ecumenical and Interfaith relationships.
- Incorporates multi-cultural awareness in parish life.
- Seeks a variety of approaches to parish life and invites diverse opinions.
- Demonstrates in thought and action an awareness of the Church's mission to society by showing compassion for people who experience homelessness, poverty, grief, abortion, single parenthood, etc.
- Is able to take responsible actions to protect individual rights as well as the integrity of the parish community.
- Demonstrates trustworthiness and dependability.
- Exhibits a mature commitment to the Church.

C. Critical Thinking

- Demonstrates an awareness of and effectively uses Vatican II Catholic theology including, but not limited to the fields of ecclesiology, liturgy, moral theology, scripture, canon law, sacramental theology, evangelization, catechesis, Catholic social teaching, Church history.
- Demonstrates an awareness of psychology, Christian anthropology, sociology, and is able to apply this effectively to pastoral work.
- Understands and demonstrates a high level of competency in specific fields of pastoral ministry which might be required in the individual parish assignment, e.g., religious education, liturgical ministry, ministry to families, the sick, dying, bereaved, youth, elderly, etc.
- Understands and models effective leadership appropriate to the position in a participative manner with individuals and groups.
- Understands, identifies, selects and uses appropriate resources for effective preaching, catechesis, evangelization, communal prayer, human concerns, leadership and other aspects of pastoral practices for individual circumstances and local needs.
- Understands learning as a lifelong process and demonstrates the ability to apply effective learning strategies to appropriate age groups as required in the individual parish setting.
- Has knowledge of Archdiocesan policies and procedures and accesses Diocesan resources in the specific fields of pastoral ministry for which this person is responsible.
- Understands and uses appropriate skills in human resource management.
 - Demonstrates the ability to effectively hire, supervise, evaluate, and terminate employees.
 - Is able to recruit, motivate, train, place, affirm and supervise volunteers.

D. Communication

1. Incorporates an invitational approach to pastoral ministry.
 - Demonstrates effective listening skills as well as direct communication skills.
 - Demonstrates the use of conflict resolution skills.
 - Uses effective public speaking skills.
2. Insures that there is effective inter- and intra- parish communication.
 - Uses meetings, newsletters, electronic communications, technology, bulletins for effective communication.
 - Uses external media when appropriate.
 - Demonstrates that he/she can be a visible leader in designated areas of ministry to district, diocesan, community, civic and religious groups.
3. Animates an enthusiastic response to the Gospel and evangelization.
 - Demonstrates the ability to articulate the parish vision and motivate people to respond to it.
 - Is able to motivate people to respond to the mission of the universal Church.
4. Presides at communal prayer in a manner that invites active participation.
 - Makes effective use of verbal and non-verbal skills in leading communal prayer.
 - Demonstrates effective preaching.

E. Interaction

1. Interacts with others with ease and relates to them as participants in ministry.
 - Understands and adapts to various personality styles, age, gender and cultural differences.
 - Understands and uses appropriate leadership styles.
 - Contributes to a spirit of harmony and teamwork.
2. Understands group development and has the ability to facilitate group dynamics and conflict resolution.
 - Understands the nature of parish councils and committees.
 - Interacts productively with the pastoral staff and other parish leadership groups.
 - Engages people in faith sharing dialogue.
 - Facilitates the formation of small groups such as faith sharing, and support groups, appropriate to ones areas of responsibilities.

F. Problem Solving

1. In the areas of ones specific responsibility, has the ability to foresee potential tensions and take steps to solve them before they become major issues.

- Is able to detect and name potential tension areas.
 - Is able to bring people together to address these issues.
 - Is flexible and sensitive to the multi-dimensional aspects of parish life.
 - Demonstrates a positive, healthy approach in working through complex issues and processes.
 - Has the ability to create trust and cooperation among individuals and groups.
 - Has the ability to communicate with the pastor or parish director or pastoral staff in problem solving and elicits their support and intervention if and when needed.
2. In the areas of ones specific responsibility, manages problem solving related to developing and implementing pastoral practices including but not limited to the following:
- Is able to use a planning approach to solve complex issues.
 - Has the ability and knows the resources to work with others to solve the problem issues.
 - Has the knowledge and ability to solve problems arising from inter-parish collaboration.

G. Global Perspective

- Understands, appreciates and functions with the knowledge that the parish is part of the universal Church.
- Understands and operates with the vision of the parish's role in Archdiocese, district and community and promotes inter-parish collaboration as appropriate.
- Understands and has the ability to focus and to motivate people to make decisions related to the good of the global environment as appropriate.
- Recognizes and promotes solidarity with all of humanity.

H. Aesthetic Responses

- Is sensitive to the role that the overall environment plays in being a welcoming community and insures the development of such.
- Is aware of and insures that choices are made so that the arts contribute to effective prayer as appropriate.

QUESTIONS NOT ALLOWED IN INTERVIEW AND SELECTION PROCESS

Employers are to rely upon “relevant information” in making hiring decisions. Federal and State laws prohibit us from asking any questions in an interview that may be discriminatory. Questions not allowed on applications or in interviews include:

1. Have you ever been treated, hospitalized, had time off for a medical or mental illness or condition?
2. Is there any health-related reason you may not be able to perform the job for which you are applying?
3. How old are you?
4. How many children do you have? Are you planning on having children?
5. Have you ever changed your name? Is this your maiden name?
6. Where were you born?
7. What is your race or skin color?
8. What is your ancestry or national origin?
9. Do you wish to be called Mr., Miss, Ms., or Mrs.? What is your marital status?
10. Tell me about the clubs or societies to which you belong.
11. Have you ever been arrested?
12. What is your height, weight, eye color, hair color?
13. Is your credit history good? Do you have overdue bills?
14. What is the lowest salary you will accept?
15. Have you ever filed for workers' compensation?
16. What is your native language?
17. When did you graduate High School?
18. Have you served in the armed forces of any country?
19. What are your relatives names, ages, and addresses?
20. Where does your spouse work?
21. What is your sex?
22. What is your religion, parish affiliate, church affiliate? (Except where religion is a job requirement.)

Questions that lead to information regarding age, sex, disability, national origin, marital status, pregnancy, or financial status are not to be asked.

GENERAL INTERVIEW QUESTIONS THAT CAN BE ASKED ANY CANDIDATE

1. Why are you interested in our position vacancy?
2. Give me an overview of your employment history and educational preparation.
3. Why have you selected this specific career?
4. In what ways do you think you can add value to our parish / school?
5. Give me an example of a time you had a conflict with a co-worker or supervisor and describe how that conflict was resolved.
6. What is your impression of what may be the uniqueness associated with working for Church?
7. What has your attendance record been like in past positions?
8. Have you ever been disciplined or terminated from a position? If so, explain.
9. Tell me about a work-related situation where you truly demonstrated team building skills.
10. Why are you looking to leave your present position?
11. Tell me about a project or task that you did in a prior job that was rewarding and why.
12. Describe to me the characteristics you want in a manager / supervisor.
13. Explain to me what you were doing during the times in which you show no employment on your application.
14. What would your prior supervisors say about your work history?
15. How is it that you are a positive role model?
16. What specific skills do you have that will be of benefit to this position?
17. May we contact your listed references?
18. What is your salary expectation? What is your current salary?
19. The hours of the position are XXXXXXXX. Can you work these hours?
20. Define your communication style.
21. What are some things in the work place that you have little tolerance for?
22. Tell me about a time that you did not complete an assignment or task and why.
23. How is it that you motivate others?
24. What questions do you have for me?

SAMPLE QUESTIONS FOR PRINCIPALS

1. How do you perceive the mission of the Catholic school?

- Have you ever worked on a school philosophy? What would your school philosophy contain? What are your basic beliefs about Catholic education, children, etc.?
- How would you build community in your school?
- What is your process for handling complaints:
 - Teachers?
 - Parents?
 - Students?
- Describe your leadership style.

Find out education background (see file...ask about experiences).

Find out spiritual leadership background (involvement in parish Religious Education Program, courses, etc.).

2. How would you involve students in the decision making of your school?

- What methods of discipline would you use?
- John, grade 7, is caught smoking pot. What plan of action would you take?
- What knowledge of "due process" do you have?
- Teacher X is making students stand in the hall or write 100 times, "I will....". What would you do?
- If you were calling a student's parents, would you tell the student first?

3. What would you be looking for in teacher performance and planning?

- Are you aware of the requirements for teaching religion?
- How would you share decision making with your staff?
- Teacher Y is disciplining his students in a very degrading/negative way. How would you handle the situation?
- Name some situations where you would delegate . . . share decision . . . take full responsibility for decision.
- What are your performance expectations for staff?
- What are some motivators and team strategies you use with staff?

4. What administrative, organizational positions have you had?

- Cite examples of planning you have done or been involved in.
- What percentage of a day do you think should be spent on paper work?
- Have you ever been involved with parish team planning of any kind?
- What skills do you possess in problem solving?

5. What is your background and experience in curriculum development?

- Do you feel that you have to know each curriculum area?
- How would you go about studying and developing curriculum in your school?
- There is no gym in your school. What would you do about physical education?
- What place does fine arts, music, drama, etc., play in the school?

6. What experience have you had in public relations?

- Do you find it easy to be with people? to listen, etc.?
- Your bus driver is upset with the kids. A mother is furious with a teacher. A teacher wants to throw a student out of class. What would you do?

7. How do you project and secure a truly Catholic identity in a school?

- What background do you have in religious education?
- Are you able to partake in the full sacramental life of the Catholic faith?

8. What knowledge do you have of the Archdiocesan Policy and Regulations? Of Wisconsin laws regarding schools, etc.?

9. What is your background in finance, budgets and fiscal management?

EFFECTIVE EMPLOYMENT INTERVIEW QUESTIONS FOR TEACHERS

1. How did you find out about our open position?
2. Why did you select the teaching profession as a career?
3. Why are you looking to leave your current position?
4. What qualifications and strengths do you have that make you a positive influence in the classroom?
5. If you were not a teacher, what career would you have chosen?
6. Please give me a brief history of your education and work experience?
7. What Wisconsin license / certification do you hold?
8. Briefly describe your philosophy of Catholic education.
9. If you were to look at your last three weeks of teaching, what significant contributions did you bring to your school and students?
10. Give me an example of a conflict that you had with a parent and how you resolved it.
11. Tell me about your favorite job and why it was rewarding.
12. Give me an example of a cooperative project that you did with peers and describe the outcome.
13. Share with me criticism you have had to accept from previous principals or peers.
14. How do you communicate with parents to gain understanding and support?
15. How do you gain control and respect in the classroom?
16. What are your priorities when you enter the classroom daily?
17. Why have you chosen to teach in the Catholic schools? How is it that you are an example of the teachings of the Catholic faith?
18. How do you reflect and maintain Gospel values in your classroom?
19. Tell me about a time when you had a difference of opinion or style with your principal and how you resolved this.
20. What has been your attendance pattern in the past? How often have you called in sick or tardy in the last year?
21. What is your philosophy for disciplining? Give an example of a time you had to apply discipline with a student.

22. If one of your students was found with drugs, what would you do?
23. What is your experience with curriculum development and planning?
24. What is the last error or mistake you made on the job?
25. What is the last inservice or class you attended that excited you?
26. What extra curricular activities, clubs, sports have you led in prior positions?
27. Tell me about an assignment or project your students worked on that was not traditional and is a good example of working outside the box.
28. Give me a brief overview of what a typical day would be like in your classroom. What would I see when I enter your classroom? Describe it to me.
29. How do you involve parents in your classroom?
30. How do you involve students in decision making?
31. What are your long-range career plans? How do you expect to meet these goals?
32. What committees, projects or special events have you planned or coordinated in the last three years?
33. Tell me about an experience that demonstrates your leadership abilities.
34. Describe for me the type of principal with whom you would like to work. What characteristics does she / he have?
35. What characteristics of team members do you not tolerate well?
36. What gives you the most satisfaction in your work?
37. What have been some of your major disappointments or frustrations in your career?
38. Have you ever been disciplined or terminated from a position? If yes, please explain.
39. In your past performance evaluations, tell me two areas that were exceptional and two areas that needed improvement.
40. Why do you feel that you would be an added value to our staff and school?
41. Do you have a list of references and may we contact them? What are some comments I would hear in a reference check?
42. When are you available to begin employment?
43. What questions do you have for me?
44. Are you interested in pursuing this position as presented?

APPLICATION FOR EMPLOYMENT
Archdiocese of Milwaukee - Department for Human Resources
3501 South Lake Drive, PO Box 070912, Milwaukee, WI 53207-0912
414-769-3300, Fax 414-769-3408

Please print clearly.

PERSONAL			
Last Name	First Name	Middle Name	Date
Street Address			Home Phone ()
City/State/ZipCode			Business Phone ()
Have you ever applied for employment with us? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, under what name? _____ If yes, month and year: _____ Location _____			Social Security #
Position Desired			Pay Expected
Are you seeking: <input type="checkbox"/> Full-Time <input type="checkbox"/> Part-Time If part-time, what hours can you work? _____			Will you work overtime if asked? <input type="checkbox"/> Yes <input type="checkbox"/> No
Are you legally eligible for employment in the United States? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Sure (If offered employment, you will be asked to provide documentation to verify eligibility.)			When will you be able to begin work?
Other special training or skills (languages, machine operation, etc.)			
How did you learn of this position?			

EDUCATION					
SCHOOL	NAME AND LOCATION OF SCHOOL	COURSE OF STUDY	NO. OF YEARS COMPLETED	DID YOU GRADUATE?	DEGREE OR DIPLOMA
High School					
College (Under-Graduate)					
College (Graduate)					
Technical Training Or Other					

Have you ever had any job related experience in the U.S. Military or other service organization (e.g. Peace Corps, community organizations, etc)?

Yes No If yes, please describe: _____

EMPLOYMENT: List below all present and past employment, beginning with your most recent.
(Do not omit any employers and explain gaps in employment.)

EMPLOYER		TYPE OF BUSINESS
Name: _____		DESCRIBE THE WORK YOU DID
Address: _____		
City/State/Zipcode: _____		
Telephone: ()	Supervisor: _____	
START DATE	DATE LEFT	REASON FOR LEAVING
STARTING SALARY	LAST SALARY	
EMPLOYER		TYPE OF BUSINESS
Name: _____		DESCRIBE THE WORK YOU DID
Address: _____		
City/State/Zipcode: _____		
Telephone: ()	Supervisor: _____	
START DATE	DATE LEFT	REASON FOR LEAVING
STARTING SALARY	LAST SALARY	
EMPLOYER		TYPE OF BUSINESS
Name: _____		DESCRIBE THE WORK YOU DID
Address: _____		
City/State/Zipcode: _____		
Telephone: ()	Supervisor: _____	
START DATE	DATE LEFT	REASON FOR LEAVING
STARTING SALARY	LAST SALARY	

Explain employment gaps: _____

May we contact the employers listed above? _____ If not, indicate by NO which one(s) you do not wish us to contact.

Have you ever been convicted of, or pled guilty or nolo contendere to, an offense, (including felony, misdemeanor or municipal ordinance), or are you now subject to a pending criminal charge? Yes No If yes, describe in detail.
 (Convictions or pending charges will be considered in the hiring process only to the extent they substantially relate to the circumstances of employment sought by the applicant.)

DECLARATION

I hereby declare the information provided by me in the Application for Employment is true, correct and complete to the best of my knowledge. I understand that, if employed, any misstatement or omission of fact in this application shall be considered cause for dismissal.

I understand that an investigation may be made of my employment and personal history to arrive at an employment decision. I hereby release from all liability or responsibility, all persons, schools, companies furnishing such information. I understand that only job-related information will be used in the evaluation of my qualification for any position for which I am considered.

I understand and agree that if hired, the Archdiocese of Milwaukee and the Human Resources Department shall have the right during my time of employment or after my termination of service to furnish information to other prospective employers regarding my employment including information contained in this application. I also understand that, if employed, such employment is not binding on either me or the Archdiocese of Milwaukee for any specified period of time, and such employment may be terminated by me or the Archdiocese of Milwaukee for any reason at any time.

_____ Date _____ Signatur _____

Documents submitted with this application become the property of the Human Resources Department and will not be returned. Appendix A-10

PRINCIPAL / TEACHER APPLICATION

Archdiocese of Milwaukee - Department for Human Resources
 3501 South Lake Drive, PO Box 070912, Milwaukee, WI 53207-0912
 414-769-3300, Fax 414-769-3408

Please print clearly

PERSONAL			
Last Name	First Name	Middle Name	Date
Permanent Street Address			Home Phone ()
City/State/ZipCode			Business Phone ()
Religious Education Certification: <input type="checkbox"/> None <input type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Not Sure		Religious Affiliation:	Social Security #

POSITION DESIRED	<input type="checkbox"/> Principal/Administrator <input type="checkbox"/> Teacher <input type="checkbox"/> Teacher and/or Substitute <input type="checkbox"/> Substitute Only
-------------------------	---

EDUCATION		Attended					
Institution and Location (List in chronological order.)	From Mo/Yr	To Mo/Yr	Degree		Major Field	Minor Field	
			Degree Date/Title	Semester Hours			
College or University							
Graduate Work							

CERTIFICATION			
Level	Type of Certificate (i.e. Life, 5 yr)	State	Date Issued

Have you been employed by a parish/school in the Archdiocese of Milwaukee in the past? Yes No
 If yes: Location _____ From: _____ To: _____
Month/Year Month/Year

EMPLOYMENT Please start with most recent employment.					
Dates		School / Company Address / City / State	Position Title Subject/Grade	Principal/Supervisor's Name	Reason for Leaving
From	To				
From	To				
From	To				
From	To				
From	To				
From	To				
From	To				

May we contact current and past employers? Yes No

WE ARE AN EQUAL OPPORTUNITY EMPLOYER

Appendix A-10

REFERENCES - Give recent academic or professional references.

Name	Occupation	Address/City/State/Zip	Phone
Name	Occupation	Address/City/State/Zip	Phone
Name	Occupation	Address/City/State/Zip	Phone

PROFESSIONAL ACTIVITIES

Professional/Community/ Activities (include offices held); Honors (include professional societies & scholarships); Youth/Adult Activities:

List all activities which you can direct or coach, such as: Dramatics, Student Government, Debate, Band, Orchestra (list instruments played), Chorus, Publications or Clubs, Football, Wrestling, Basketball, Baseball, Track, Tennis, Soccer, Playground, etc:

APPLICANT DATA

Date available for employment:	Present salary:	Salary expected:	Are you under contract?
--------------------------------	-----------------	------------------	-------------------------

Have you ever been convicted of, or plead guilty to nolo contendere to, an offense (including felony, misdemeanor or municipal ordinance), or are you now subject to a pending criminal charge? Yes No
 If yes, describe in detail.

(Convictions or pending charges will be considered in the hiring process only to the extent they substantially relate to the circumstances of employment sought by the applicant.)

For TEACHER APPLICANTS only (check all that apply):

ELEMENTARY SCHOOL

- Full-time Teacher
- Part-time Teacher
- Substitute Teacher

Circle the grades you prefer to teach:

K 1 2 3 4 5 6 7 8 No Preference

SECONDARY SCHOOL

- Full-time Teacher
- Part-time Teacher
- Substitute Teacher

Circle the grades you prefer to teach:

7 8 9 10 11 12 No Preference

DECLARATION

I hereby declare the information provided by me in this Application for Employment is true, correct and complete to the best of my knowledge. I understand that if employed, any misstatement or omission of fact on this application shall be considered cause for dismissal.

I understand that, consistent with State regulation, I may be required to submit to, or provide evidence of, tuberculin testing and/or chest X-rays, and be declared free of such disease by qualified medical personnel. I further consent to a drug screening, if requested, during the course of my employment.

I understand that an investigation may be made of my employment, and personal history to arrive at an employment decision. I hereby release from all liability or responsibility, all persons, schools, companies furnishing such information. I understand that only job-related information will be used in the evaluation of my qualification for any position for which I am considered.

I understand and agree that, if hired, the Catholic Schools in the Archdiocese of Milwaukee and the Human Resources Department shall have the right during my time of employment or after my termination of service, to furnish information to other prospective employers regarding my employment including information contained in this application.

Date

Signature

Documents submitted with this application become the property of the Human Resources Department and will not be returned. Appendix A-10

CONTRACT FOR A PRINCIPAL OF A CATHOLIC ELEMENTARY SCHOOL

This contract is made on _____, 20_____, by _____ (Parish), of _____ (address), _____ (City), Wisconsin, hereinafter designated as the Employer and _____ (Principal) hereinafter designated as the Principal (Employee).

THE PRINCIPAL AGREES:

1. To be a member of the parish administrative team and to work cooperatively with that team and the parish Christian Formation/Education Committee and other groups as designated by the Employer in implementing Archdiocesan and local policies as well as to administer and supervise the educational programs in the school to which he/she has been assigned. To devote his/her knowledge, skill and efforts to the performance of his/her duties as Principal and such other duties assigned from time to time by the Employer.
2. To work cooperatively with and be accountable to _____ (Pastor/Parish Director/President). To work cooperatively with the Archdiocesan Superintendent of Schools/Designee in matters related to school programs.
3. To serve as the chief administrator of the school and to perform the duties and responsibilities commensurate with that office, including but not limited to: (a) facilitation of the implementation of school curriculum, (b) evaluation of teaching techniques and effectiveness, (c) full supervision/evaluation of the faculty and other appropriate staff, (d) maintenance of effective relationships among parents, students, teachers, and other staff members, (e) maintenance of a regular public information program, (f) the general supervision of the school physical plant and grounds, (g) working effectively with Pastor/Parish Director, keeping them informed and seeks advice on critical issues, and (h) administers the school operational budget, maintaining cost controls.
4. To provide leadership in maintaining a Christian atmosphere in character development and religious training in order that a desirable climate conducive to learning exists.
5. To enforce the rules and regulations as contained in the local school policies or as prescribed in other official ways, as well as the policies and regulations of the Archdiocese of Milwaukee Department for Parishes, Department for Human Resources and/or Office for Schools, Child, Youth Ministries.
6. Maintains required level of certification/licensure according to Archdiocesan Policies and the Department of Public Instruction. Furthers his/her own professional growth.
7. To know, teach and act consistently in accordance with the mission of the school and tenets of the Catholic Church.

THE PARISH AS EMPLOYER AGREES:

1. That the Employer pay the Principal a yearly salary of \$_____ subject to deductions required by law. Salary payments shall cease upon contract termination or reduction in force. The salary shall be paid in installments as follows:
2. That the Principal be given a vacation of _____ days. The Principal shall schedule this vacation time in dialogue with the Employer so that the educational program is not jeopardized.
3. Paid holidays are provided as specified in the attached benefit schedule.
4. That when the Principal is unable to work due to illness or funeral leave, a paid leave will be provided as specified by local parish policy. Such paid leave is limited by parish policy but will provide a minimum of five days paid leave in any one school year for a full-time Principal.
5. That the Principal, except for a probationary Principal, shall not be discharged without good and sufficient cause which shall be determined by the Employer. Continued unsatisfactory work or conduct shall be considered one such justifiable reason for discharge. Other justifiable grounds for discharge include, but are not limited to: inability to provide appropriate supervision for students/children/youth/, frequent absenteeism, unreasonable tardiness, unprofessional behavior, violations of policies and procedures, noted inability to deal amicably with staff, board/committee, students or parents, conduct not in keeping with Catholic principles, unsatisfactory supervision and evaluation of staff and/or programs. The Employer may terminate this contract for such cause by written notice, delivered or mailed to the Principal.
6. In the event that the Employer shall terminate the non-probationary Principal's employment, before the expiration of the term of this contract, the Employer should follow procedures as outlined in Archdiocesan Policy and Rules 4119.
7. In the event that the Employer shall terminate the non-probationary Principal's employment on good cause shown for violation of any of the provisions hereof, the Principal shall have the right to voluntarily pursue the Grievance Procedures as stated in Archdiocesan Policy and Rules 4135.4. Pursuit of such grievance shall not delay the effective date of such termination.

BOTH PARTIES AGREE:

1. That the initial contract with a school is deemed to be a probationary period and the contract can be terminated by the Employer with or without cause at any time during such period.
2. That a regular program of supervision and evaluation will be followed. (Archdiocesan Policy 4112)
3. That both parties will teach and act consistently in accordance with Catholic doctrine and Catholic moral and social teachings.
4. That if, as to any contract following the initial contract, the Employer or the non-probationary Principal shall be unwilling to renew the contract for the following school year, either party shall provide written notice on or before _____ (date). (Archdiocesan Policy 4119.2 should be followed.)
5. That if the non-probationary Principal desires to continue to serve in the school for the next school year, a new contract must be offered by _____ (date) and signed and returned before _____ (date).
6. This contract (unless the initial contract) shall be terminated or altered only by mutual agreement in writing signed by both parties, (except as noted in #5, #6 and #7, "The Parish as Employer Agrees").
7. This contract is made solely between the undersigned parties and constitutes the entire understanding with respect to the subject matter therein. There are no restrictions, promises, covenants or undertakings other than those expressly set forth or incorporated by reference herein. This contract supersedes all prior negotiations, agreements and undertakings between the parties with respect to such subject matter.
8. The Employee agrees that the sum of \$2,000 will be a fair and reasonable sum to compensate the Employer for damages (e.g. damages in the form of time, effort and financial reimbursement to pay and secure substitute staff) it may incur as a result of the Employee's termination of this contract at any time during the contract period. However, if the Employee submits a written resignation at least 30 days prior to the commencement of the contract the fee due the Employer will be \$1,500. The Employee agrees that the Employer may deduct such penalty from wages due but not yet paid, and that the amount of damages will be more significant once the contract has commenced.
9. If reduction in force becomes necessary during the term of this contract, the Pastor/Parish Director shall use written procedures and criteria as currently approved by the Employer as specified under local personnel policy.

This contract shall commence on _____, 20_____ and shall end on _____, 20_____.

In witness whereof the parties have affixed their signature this _____ day of _____, 20_____ for and on behalf of the parties they represent.

PARISH

PRINCIPAL

By:

PASTOR

IF RELIGIOUS, COMMUNITY REPRESENTATIVE

Benefit Schedule is attached.

REV. 02-04. E139; ONE SIGNED COPY TO PERSONNEL FILE, ONE COPY TO EMPLOYEE, ONE COPY TO PASTOR

Appendix A-11

CONTRACT FOR A TEACHER OF A CATHOLIC ELEMENTARY SCHOOL

This contract is made on _____, 20_____, by _____ Parish, of _____ (address), _____ (City), Wisconsin, hereinafter designated as the Employer and _____ (Teacher) hereinafter designated as the teacher (Employee).

THE TEACHER AGREES:

1. To work cooperatively and be accountable to _____ (Principal). To teach and supervise the grade, grades, or courses assigned by the principal of the school and to perform other duties or responsibilities involved in said assignment. To devote his/her knowledge, skill and efforts to the performance of his/her duties as teacher and such other duties assigned from time to time by the Principal.
2. To attend and participate in school faculty meetings during or outside of regular school hours, and such other professional meetings as might be called by school authorities for improving and/or coordinating the work of the teacher in the school.
3. To comply with the legal requirements of the Office for Schools, Child, Youth Ministries, Archdiocese of Milwaukee and the State of Wisconsin regarding the educational preparation of teachers.
4. To provide leadership in maintaining Christian atmosphere in character development and religious training in order that a desirable climate conducive to learning exists.
5. To observe policies and rules of the local school or as prescribed in other official ways, as well as the policies and regulations of the Archdiocese of Milwaukee Department for Parishes, Department for Human Resources and/or Office for Schools, Child, Youth Ministries.
6. To know, teach and act consistently in accordance with the mission of the school and tenets of the Catholic Church.
7. To maintain proper certification/licensure according to Archdiocesan policies and the WI Department of Public Instruction. To further his/her own professional growth.

THE PARISH AS EMPLOYER AGREES:

1. That the Employer pay the teacher a yearly salary of \$_____ subject to deductions required by law. Salary payments shall cease upon contract termination or reduction in force. The salary shall be paid in installments as follows:
2. That when a teacher is unable to work due to illness or funeral leave, a paid leave will be provided as specified by local parish policy. Such paid leave is limited by parish policy but will provide a minimum of five days paid leave in any one school year for a full-time teacher. The parish will pay a substitute teacher in the case of such absence.
3. For absence other than specified under local personnel policy, deduction may be made from the teacher's salary at a rate of 1/_____ of his/her yearly salary for each day of absence. The number of work days shall be considered _____ days.
4. That the teacher, except for a probationary teacher, shall not be discharged without good and sufficient cause which shall be determined by the Employer. Continued unsatisfactory work or conduct shall be considered one such justifiable reason for discharge. Other justifiable grounds for discharge include, but are not limited to: inability to teach, inability to provide appropriate supervision for students/children/youth, frequent absenteeism, unreasonable tardiness, unprofessional behavior, noted inability to deal amicably with students, parents or staff, conduct not in keeping with Catholic principles. The Employer may terminate this contract for such cause by written notice, delivered or mailed to the teacher.
5. In the event that the Employer shall terminate the non-probationary teacher's employment, before the expiration of the term of this contract, the Employer should follow procedures as outlined in the Archdiocesan Policy and Rules 4119.
6. In the event that the Employer shall terminate the non-probationary teacher's employment on good cause shown for violation of any of the provisions hereof, the teacher shall have the right to voluntarily pursue the Grievance Procedures as stated in Archdiocesan Policy and Rules 4135.4. Pursuit of such grievance shall not delay the effective date of such termination.

BOTH PARTIES AGREE:

1. That the initial contract with a school is deemed to be a probationary period and the contract can be terminated by the Employer with or without cause at any time during such period.
2. That a regular program of supervision and evaluation will be followed. (Archdiocesan Policy and Rules 4117)
3. That both parties will teach and act consistently in accordance with Catholic doctrine and Catholic moral and social teaching.
4. That if, as to any contract following the initial contract, the Employer or the non-probationary teacher shall be unwilling to renew that contract for the following school year, either party shall provide written notice to the other on or before _____ (date). Archdiocesan Policy 4119.2 should be followed.
5. That if the non-probationary teacher desires to continue to serve in the school for the next school year, a new contract must be offered by _____ (date) and signed and returned before _____ (date).
6. This contract (unless the initial contract) shall be terminated or altered only by mutual agreement in writing signed by both parties, (except as noted in #4, #5 and #6, "The Parish as Employer Agrees").
7. This contract is made solely between the undersigned parties and constitutes the entire understanding with respect to the subject matter herein. There are no restrictions, promises, covenants or undertakings other than those expressly set forth or incorporated by reference herein. The contract supersedes all prior negotiations, agreements and undertakings between the parties with respect to such subject matter.
8. The Employee agrees that the sum of \$1,500 will be a fair and reasonable sum to compensate the Employer for damages (e.g. damages in the form of time, effort and financial reimbursement to pay and secure substitute staff) it may incur as a result of the Employee's termination of this contract at any time during the contract period. However, if the Employee submits a written resignation at least 30 days prior to the commencement of the contract the fee due the Employer will be \$1,000. The Employee agrees that the Employer may deduct such penalty from wages due but not yet paid, and that the amount of damages will be more significant once the contract has commenced.
9. If reduction in force becomes necessary during the term of this contract, the Principal shall use written procedures and criteria as currently approved by the Employer as specified under local personnel policy.

This contract shall commence on _____, 20_____ and shall end on _____, 20_____.

In witness whereof the parties hereto have affixed their signature this _____ day of _____, 20_____ for and on behalf of the parties they represent.

PARISH

TEACHER

By:

PASTOR

IF A RELIGIOUS, COMMUNITY REPRESENTATIVE

PRINCIPAL

Salary and benefit schedule are attached.

Rev. 02-04. E140; ONE SIGNED COPY TO PERSONNEL FILE, ONE COPY TO EMPLOYEE, ONE COPY TO PASTOR

Appendix A-11

CONTRACT FOR A CHILD and/or YOUTH CHRISTIAN FORMATION MINISTER

This contract is made on _____, 20_____, by _____ (Parish), of _____ (address), _____ (City), Wisconsin, hereinafter designated as the Employer and _____ hereinafter designated as the _____ (Position Title) (Employee).

THE EMPLOYEE AGREES:

1. To be a member of the parish administrative team and to work cooperatively with that team and the parish Christian Formation/Education Committee and other groups as designated by the Employer in implementing Archdiocesan and local policies as well as administer and supervise the educational program in the parish/school to which he/she has been assigned.
2. To devote his/her knowledge, skill and efforts to the performance of his/her duties as _____ and the other duties assigned from time to time by the Employer. (Job Title)
3. To work cooperatively with and be accountable to _____ (Pastor/Parish Director). To work cooperatively with the Archbishop's Delegate for Parishes/Designee in matters related to parish programs and services.
4. To serve as an administrator and to perform the duties and responsibilities commensurate with that office, including but not limited to: (a) facilitation and implementation of curriculum, (b) evaluation of teaching techniques and effectiveness, (c) full supervision of the program personnel, (d) maintenance of effective relationships among parents, students and staff members, (e) maintenance of a regular public information program and (f) the general supervision of the physical plant and grounds as assigned.
5. To provide leadership in maintaining a Christian atmosphere in character development and religious training in order that a desirable climate conducive to learning exists.
6. To enforce the rules and regulations as contained in the local policies or as prescribed in other official ways, as well as the policies and regulations of the Archdiocese of Milwaukee Department for Parishes, and Department for Human Resources and/or Office for Schools, Child, Youth Ministries.
7. To further his/her own professional growth.
8. To know, teach and act consistently in accordance with the mission of the parish and tenets of the Catholic Church.

THE PARISH AS EMPLOYER AGREES:

1. That the Employer will pay the Employee a yearly salary of \$ _____, subject to deductions required by law. Salary payments shall cease upon contract termination or reduction in force. The salary shall be paid in installments as follows:
2. That the Employee be given a vacation of _____ days. The Employee shall schedule this vacation time in dialogue with the Employer so that the formation program is not jeopardized.
3. Paid holidays are provided as specified in the attached benefit schedule.
4. That when the Employee is unable to work due to illness or funeral leave, a paid leave will be provided as specified by local parish policy. Such paid leave is limited by parish policy but will provide a minimum of five days paid leave in any one year for a full-time Child/Youth Christian Formation Minister.
5. For absence other than specified under local personnel policy, deductions may be made from the Employee's salary.
6. That the Employee, except for a probationary Employee, shall not be discharged without good and sufficient cause which shall be determined by the Employer. Continued unsatisfactory work or conduct shall be considered one such justifiable reason for discharge. Other justifiable grounds for discharge include, but are not limited to: inability to provide appropriate supervision for students/children/youth, frequent absenteeism, unreasonable tardiness, unprofessional behavior, noted inability to deal amicably with staff, students or parents, conduct not in keeping with Catholic principles, unsatisfactory supervision and evaluation of the staff and/or programs. The Employer may terminate this contract for such cause by written notice, delivered or mailed to the Employee.
7. In the event that the Employer shall terminate the non-probationary Employee's employment, before the expiration of the term of this contract, the Employer should follow procedures as outlined in Archdiocesan Policy and Rule 4119.
8. In the event that the Employer shall terminate the non-probationary Employee's employment on good cause shown for violation of any of the provisions hereof, the Employee shall have the right to voluntarily pursue the Grievance Procedures as stated in Archdiocesan Policy and Rules 4135.4. Pursuit of such grievance shall not delay the effective date of such termination.

BOTH PARTIES AGREE:

1. That the initial contract with a parish is deemed to be a probationary period and the contract can be terminated by the Employer with or without cause at any time during such period.
2. That a regular program of supervision and evaluation will be followed. (Archdiocesan Policy 4112)
3. That both parties will teach and act consistently in accordance with Catholic doctrine and Catholic social and moral teachings.
4. That if, as to any contract following the initial contract, the Employer or the non-probationary Employee shall be unwilling to renew that contract for the following school year, either party shall provide written notice to the other on or before _____ (date). (Archdiocesan Policy 4119.2 should be followed.)
5. That if the non-probationary Employee desires to continue to serve in the parish for the next school year, a new contract must be offered by _____ (date) and signed and returned before _____ (date).
6. This contract (unless the initial contract) shall be terminated or altered only by mutual agreement in writing signed by both parties, (except as noted in #6, #7 and #8, "The Parish as Employer Agrees").
7. This contract is made solely between the two undersigned parties and constitutes the entire understanding with respect to the subject matter therein. There are no restrictions, promises, covenants or undertakings other than those expressly set forth or incorporated by reference herein. The contract supersedes all prior negotiations, agreements and undertakings between the parties with respect to such subject matter.
8. If this contract is terminated by the Child and/or Youth Christian Formation Minister with a written notice of less than 30 days but more than 15 days prior to the first day of the contract or during the contract year, a penalty of \$ _____ shall be due the employer. If written notice of termination of the contract is received less than 15 days prior to the first day of the contract or during the contract year, a penalty of \$ _____ shall be due the Employer. The Employee hereby agrees that the Employer may deduct such penalty damages from wages due the Employee but not yet paid.
9. If reduction in force becomes necessary during the terms of this contract, the Pastor/Parish Director shall use written procedures and criteria as currently approved by the Employer as specified under local personnel policy.

This contract shall commence on _____, 20_____, and shall end on _____, 20_____.

In witness whereof the parties hereto have affixed their signature this _____ day of _____, 20_____ for and on behalf of the parties they represent.

By: PARISH

PASTOR

CHRISTIAN FORMATION MINISTER

IF A RELIGIOUS, COMMUNITY REPRESENTATIVE

Benefit schedule is attached.

CONTRACT FOR: _____

This contract is made this _____ day of _____, 20____, by and between

(hereinafter referred to as employer),

and

(hereinafter referred to as employee).

The employer hereby agrees to hire the above named person as _____
_____, in _____ Parish/School,
for the period beginning _____ and ending _____ and to pay
the employee at an (hourly rate of \$_____/hour, for hours worked) or (salary of
\$_____, in equal installments), on the _____ day(s) of each and every month
for the term of this contract and subject to payroll deductions as required by law and other
authorized deductions.

In addition to the wages paid, the employee shall be entitled to such benefits as provided for
in **Supplement A** of this contract. The employee hereby accepts the terms of this contract and
agrees to perform the services described in **Supplement B** (Job Description) of this contract.

The employee, in performance of the services agreed to in this contract, will be accountable
to: _____
(Supervisor)

This contract is for a _____ month period. If either party does not wish to renew the
contract, notice in writing shall be given at least _____(time period)
before the existing contract expires.

Both parties agree that the initial contract with a parish/school is deemed to be a
probationary period and the contract can be terminated by the employer with or without cause
during such period.

The employer agrees that the employee (unless a probationary employee) shall not be
discharged during the term of this contract without good and sufficient cause which shall be
determined by the employer. The employer agrees that the person to whom the employee is
accountable will be responsible for giving the employee notice, wherever possible, of any
dissatisfaction with service or conduct. At least annually, a written evaluation of the employee's
work performance will be completed by the employer.

This contract (unless the initial contract) shall be terminated or altered only by mutual
agreement in writing, signed by both parties (except as noted above).

In event of termination of the contract, the responsibilities of each party cease.

CONTRACT FOR: _____

Page 2.

Both parties agree that the contract is made solely between the undersigned parties and constitutes the entire understanding with respect to the subject matter therein. There are no restrictions, promises, covenants or undertakings other than those expressly set forth or incorporated by reference herein. This contract supersedes all prior negotiations, agreements and undertakings between the parties with respect to such subject matter.

Signed: By _____
Name of Employee

For Employer: Pastor / Principal

Date: _____

Copies To: _____
Designation of persons and/or places to which copies are to be sent.
(i.e. Religious Order, file)

SAMPLE EMPLOYMENT OFFER LETTER

Nancy New Hire
333 Main Street
Parish, USA

Dear Nancy,

This letter is being sent to you to confirm the verbal offer of employment for the position of Principal of St. Parish School. I am looking forward to you joining the team and contributing to our mission. The specifics of the position include:

- Biweekly salary of \$XXXXX.00, which will be paid to you on the first and fifteenth of each month you are contracted to work.
- Your job title is "Principal."
- You are contracted for the period beginning July 1, 2005 through June 30, 2006. Specific contract dates of employment, time off and contract renewal information are all included in the enclosed contract for your review.
- You are eligible to receive the benefits defined in the enclosed employee handbook.

Please review the enclosed contract and employee handbook and contact me with questions. Please sign, date and return you contract to me by July 1, 2005.

On your first day of work, please report to my office at 8:30 AM.

Sincerely,

Rev. Peter Paul, Pastor
St. Parish

SAMPLE APPLICANT RESPONSE LETTER

Andrew Applicant
333 Main Street
Milwaukee, WI 53000

Dear Mr. Applicant,

Thank you for your interest in the position of Principal at St. Parish School. The time and interest you gave our Parish Search Committee was appreciated.

We have concluded our search process and have selected another candidate whom we feel more closely meets our position requirements. This was a difficult decision given the quality of the candidates who applied.

We wish you the best in your future career endeavors.

Sincerely,

Charles Chairperson
Search Committee
St. Parish School

How To Post Employment Opportunities for Parish and School Personnel to Post on Their Own

The Archdiocese of Milwaukee uses an on-line system that allows all parishes and schools to post their own employment vacancies on the archdiocesan Web site. The web pages in the Job Opportunities sections of the archdiocesan site provide the potential candidate the ability to search for jobs by county, job title, etc.

To post a vacancy, your web administrator must first log-in to the Extranet. Once at the main menu, click on "Classified Ads – Employment Opportunities." This form will provide an "easy to use" interface for adding and updating job postings.

Because these postings are displayed on a web page, you must use the appropriate HTML tags to format the text of your ad. Place the <p> tag at the beginning of each paragraph so that it will be separated by an empty line from the preceding paragraph. For more information on formatting with HTML tags, go to: <http://www.archmil.org/aboutus/Showresource.asp?ID=689>.

CREATING:

To create a new job posting, click the "New" button. This will bring up a blank form where you can fill in all of the appropriate information (Note: required fields are labeled in red). One of the required fields that has caused confusion in the past is called "Status Notes." In this field you can enter things like: Immediately available, Positions starts in August 2005, etc. Although it is not required, we encourage you to allow candidates to respond via e-mail. It makes the process much easier, as they are already on line and can respond right away via e-mail.

Once you have completed the form, click the "Save" button. Please be aware that your job posting will not appear on the web site right away. Any new job postings or updates to existing postings are submitted electronically to the archdiocesan Human Resources Department where it is reviewed and approved before it appears on the web.

UPDATING:

Once you have posted a job, you can go back and update it at any time. When you click on the Employment Opportunities link, you will see a listing of your current job postings. Click on the job title in the far-left column to update the listing. Once you have completed any necessary editing, click on the save button. Please remember that making a change on a job posting will temporarily remove it from the web page as it will need to be re-approved via Human Resources.

DELETING:

Parishes and Schools have the ability to remove a posting themselves when the position is filled. To delete a job posting from the web site, click on the job title in the far-left column to select it. Once the record has been selected, click on the delete button.

QUESTIONS?

Please contact Mary Brzozowski in Human Resources at (414) 769-3329 or via e-mail at: brzozowskim@archmil.org.