

General Best Practices:

- A Pastor should spend most of their time on ministry activities as compared to business/operations functions.
- A Business Manager and related staff should effectively handle daily operations and business functions in order to assist the Pastor and allow the Pastor to focus more on ministry activities.
- All key business, operations and ministry decisions should be brought forward to the Pastor for final decision making.
- If negative issues are identified within the Parish they should be fleshed out first at the Parish level (Pastor and/or Councils) before they are potentially brought forward to the Diocese. A resolution process starts with an employee taking an issue to their supervisor. If the supervisor cannot resolve the issue in a satisfactory manner, the issue is taken to the Pastor. The Pastor should utilize his councils as a resource for advice.
- A Pastor is free to travel in the normal course of their duties for vacation, professional development and retreats subject to Diocesan guidelines.
- Each Pastor has the right to implement their own management style in the Parish where they are assigned. Some Pastors may use a “hands-off” management style while others feel more comfortable with a “micro- management” approach to running the Parish. Perhaps some Pastors might elect to use portions of both styles of management depending on the situations and the people involved.
- All employment by a parish is at will.
- Attached on Exhibit A are the key responsibilities of a Pastor's position role broken down by ministry and business categories.
- Attached on Exhibit B are the key responsibilities of a Business Manager.
- Attached on Exhibit C is a description of how the Parish Councils interact with the Pastor and the Business Manager.

Exhibit A- Key Responsibilities of a Pastor (Best Practices):

General Responsibilities:

- The Pastor reports to the Diocese.
- The Pastor seeks and listens to the advice provided by the Business Manager and Parish Councils before making key decisions.
- The Pastor is the ultimate decision maker at the Parish.
- The Pastor ensures that systems, practices and policies of the Parish support the ministry activities as our Parish exists to provide such ministry activities.
- The Pastor is focused on making sure the Parish is adhering to universal Catholic doctrine and Diocese regulations and policies.
- Guiding the strategic planning process (goals and visions).
- Ensuring that staffing, facilities and programs are in alignment to meet the strategic goals.

A Pastor's Ministry Responsibilities:

- Making all key ministry decisions while working closely with the Pastoral Council (note Exhibit C below).
- Preparing meaningful homilies and preaching effectively.
- Overseeing Faith Formation and the related programs in conjunction with the Faith Formation Leader.
- Providing leadership in the design and implementation of Parish ministries.
- Providing pastoral care including hospital and home visits to the sick and dying.
- Providing counseling services to people with all kinds of personal and/or religious issues.
- Administrating the sacraments: marriages, First Communion, Confirmation, Anointing of the Sick, etc. and funerals.
- Performing social outreach activities on a local, national and global level.
- Praying for the Parish and its members.

- Performing community service activities.
- Taking time for personal growth and renewal (reading, attending seminars, etc.)
- Oversight of ministerial staff.

A Pastor's Business Responsibilities:

- Making all key business/operational decisions after seeking the advice from his Business Manager and Finance Council.
- Conducting staff meetings.
- Managing the Business Manager position (the Business Manager is a direct report to the Pastor).
- Taking action on any pertinent issues brought forward to him by the Business Manager or others.
- Makes decisions on all new hire and termination decisions.
- Makes decisions on all compensation, legal and other matters.
- Defining and approving the responsibilities of each Parish job role.
- Maintaining effective communication with staff, Councils and parishioners.
- Performing fundraising activities when appropriate.
- Ensuring compliance with all regulatory entities associated with the local, state, national, Church and Diocese.
- At least an annual review of staff performance.

Exhibit B- Key Responsibilities of a Business Manager (Best Practices):

General Responsibilities:

- Reports to the Pastor and regularly provides suggestions to the Pastor to assist his decision making.
- He/she has a goal to maximize the Pastor's time spent on ministry activities.
- Bringing to the Pastor and Finance Council (proactively) key business planning, financial, human resource, maintenance and operational issues for final decisions (note below in Exhibit C the types of information the Business Manager needs to provide the Finance Council and Pastor).

Financial Responsibilities:

- Oversight of all accounting activities including financial statement creation and integrity, accounts receivable, accounts payable, payroll, cash flow analysis, etc.
- Performing regular reviews of budgeted revenues and expenses to actual dollars and reporting to the Pastor and Finance Council key issues on a timely basis.
- Overseeing the collecting, depositing and posting of all income from Mass donations, hall rentals, weddings, funerals, cemetery sales, etc.
- Overseeing all purchasing.

Human Resource Responsibilities:

- Presenting to the Pastor for his review and approval annually updated employment personnel policies (and document them in an employee personnel manual).
- Making sure all office personal are adhering to the Parish's employment policies and practices.
- Maintaining personnel records.
- Evaluating staff personnel reporting to him/her.
- Maintaining vacation/time off schedules.
- Assisting the Pastor with hiring and terminations.
- Encouraging Parish members to volunteer their services for the Parish.

Communication Responsibilities:

- Assisting the Pastor with written communication and telephone messages.
- Assisting the Pastor with overseeing the Parish web-site, magazines and bulletin creation.
- Assisting with printed publications (directories).

Facilities Responsibilities:

- Managing the Facilities Manager and Cemetery Sexton.
- Overseeing Parish Hall rentals and tenancy.
- Coordinating maintenance and repairs internally performed or using outside contractors.
- Maintaining insurance on the properties and equipment.
- Managing the use of energy.
- Maintaining an inventory of Parish property and equipment.

Office Responsibilities:

- Supervising the staff personnel assigned to them. Monitors their work and gives assignments when appropriate.
- Training new personnel on the use of office equipment and systems (or delegates this to other staff personnel).
- Ensuring that office equipment is in good working order including all information technology.
- Overseeing Parish computer networks, security and infrastructure.
- Maintaining a proper level of office supplies.
- Managing the schedules of all staff personnel.
- Assisting the Parish with special projects as required.

Exhibit C- The Interaction between the Pastoral Council and Finance Council with the Pastor and Business Manager (Best Practices).

- The Pastoral Council and Finance Council are to be consultative bodies which make recommendations to the Pastor.
- The Pastoral Council should provide the following kinds of information to the Pastor: providing the feelings, thoughts and ideas of members of the Parish; providing advice on the spiritual and pastoral needs of the Parish; recommending goals and objectives for the Parish both short and long term.
- The Finance Council working with information from the Business Manager should provide the following kinds of insights to the Pastor:
 - advising the Pastor on all major expenditures or contracts in accordance with Diocesan policy;
 - advising the Pastor on any possible acquisition or sale of any Parish properties or on any proposed construction or renovations of Parish facilities;
 - advising the Pastor on the projected annual Parish income and recommending annual final budgets tied to the pastoral goals;
 - advising the Pastor on a regular basis about actual revenues and expenses compared to budgeted amounts in order to indentify issues that need attention;
 - assisting the Pastor with a review of the annual report provided to Parishioners and the Diocese of the financial position of the Parish;
 - providing the Pastor with the Diocesan personnel policies and providing an opinion whether such policies are being observed in the Parish;
 - reviewing the security procedures for handling cash on hand to make sure they are in compliance with Diocesan policies and giving the Pastor an update;
 - reviewing the maintenance and upkeep of Parish property and buildings and providing updates to the Pastor;
 - developing long range planning with regard to the operational and capital needs of the Parish and informing the Pastor.
- The Pastor is to consult his Pastoral Council on matters of important pastoral and spiritual concerns of the Parish.
- The Pastor is to consult his Finance Council on matters of important financial concerns of the Parish.