

Ministers
in Service
of the **WORD**

REGULATIONS for HIRING,
SUPPORTING and EVALUATING
RELIGIOUS EDUCATION and YOUTH
MINISTRY PERSONNEL

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DOCUMENTATION

Several documents have been used in preparation of this booklet. The following abbreviations, listed in alphabetical order, have been used to identify these documents.

- CT - ~~Catechesi Tradendae~~, Apostolic Exhortation by Pope John Paul II, 1979, U.S. Catholic Conference
- HW - ~~On Human Work~~ (Laborem Exercens), third encyclical letter of Pope John Paul II, 1981, Office of Publishing Services, U.S. Catholic Conference
- JW - ~~Justice In The World~~, Statement of the 1971 Synod of Bishops, 1972, Publications Office, U.S. Catholic Conference
- PMCEM - ~~Policy Manual, Department of Catholic Education Ministries~~, 1995 Archdiocese of Baltimore
- NCD - ~~SHARING THE LIGHT OF FAITH~~, National Catechetical Directory for Catholics of the United States, 1979, U.S. Catholic Conference, Department of Education

**REGULATIONS
FOR
HIRING. SUPPORTING AND
EVALUATING
PARISH RELIGIOUS EDUCATION
AND YOUTH MINISTRY PERSONNEL**

1.

INTRODUCTION -- Identifying appropriate standards for the qualifications, competence and effectiveness of church ministers is one of the most important responsibilities of those in leadership roles in the Church. The Archbishop of Baltimore is responsible for providing effective catechetical and youth ministry personnel as one of the facets of his responsibility for the overall development of the local church. Pastors share this important responsibility with the Archbishop.

The personal and spiritual qualities, as well as the catechetical and youth ministry competence of those who are selected to be parish staff members responsible for religious education and youth ministry, are essential elements of providing effective catechetical and youth ministry. Therefore, there exists a need for consistent, realistic and clear procedures for hiring, supporting and evaluating parish religious education and youth ministry staff to insure that the responsibility of the Archbishop and the pastors to provide dedicated and competent ministers is fulfilled.

2. BASIC PRINCIPLES -- The following principles provide a foundation upon which to develop procedures for hiring, supporting and evaluating parish religious education and youth ministry personnel.

A. Providing effective religious education and youth ministry in the parish is a cooperative effort under the direction of the pastor, who is accountable to the Archbishop. (cf. **NCD**, #218, 217, 214; **CT** #16, 64, Canons 773, 776).

B. The Archbishop is responsible for determining minimum standards regarding the preparation, hiring and recognition of parish religious education and youth ministry staff members as part of carrying out his role as the chief catechist for the Archdiocese (cf. NCD, #218; CT, #63).

C. Pastors are responsible for the selection, supervision, support and evaluation of those who have been identified by the Archbishop, or his delegate(s), as having achieved the minimum standards for parish religious education and youth ministry staff members (cf. NCD, #217, 214; PMCEM, #2.1).

D. The process for seeking and interviewing candidates, and selecting, supporting and evaluating staff members is directed by the pastor, who ordinarily associates others with himself in carrying out these responsibilities (cf. NCD, #217; CT, #64).

E. Parishes have a right to expect competent service, authentic communication and compliance with parish and archdiocesan policies by parish religious education and youth ministry staff members (cf. NCD, #214; CT, #67).

F. Those who serve as parish religious education and youth ministry staff members have a right to realistic expectations regarding their service as well as appropriate compensation, realistic support, and right of review procedures (cf. NCD, #214; JW, Chap. III; HW, #19).

3. ARCHDIOCESAN POLICIES -- The regulations in this booklet are based upon the policies in the ~~Policy Manual, Department of Catholic Education Ministries:~~

2.16 *Parishes employ persons who have catechetical experience and training to administer the parish religious education program. Such persons are hired in accord with ~~Ministers In Service of The Word~~ regulations published by the Division of Religious Education.*

2.17 *Parishes that hire religious education staff members establish a written contract (for lay persons) or memorandum of understanding (for religious) which provides for a written job description, just remuneration and benefits, an annual written performance evaluation of the staff member and a procedure for due process in the event of a dispute regarding the contract or*

memorandum.

- 2.18 *Parishes that have hired religious education personnel, and do not wish to renew the contract or memorandum of understanding, give the staff person a written statement indicating that the contract or memorandum of understanding will not be renewed along with the reason(s) for not renewing, at least sixty (60) days before the termination of the contract or memorandum.*
- 2.22 *Parishes employ staff persons who have appropriate training and experience to coordinate the parish's outreach in ministry to youth. Such persons are hired in accord with Archdiocesan regulations, Ministers In Service of The Word.*
- 2.23 *Parishes that hire staff persons for youth ministry follow the policies for religious education staff with respect to contracts for lay persons, memoranda of understanding for religious, job descriptions, evaluation, due process and termination procedures (cf. Policies 2.16, 2.17 and 2.18).*

Building on the principles and policies identified in the previous section, the following regulations are provided to give appropriate direction for the hiring, support and evaluation of parish religious education and youth ministry personnel.

4. ARCHDIOCESAN RECOGNITION -- In order to respect the varying levels of responsibility which exist in parish religious education positions while also striving to recognize the talents and skills which individuals bring to these positions, the Division of Religious Education provides three levels of recognition for those who serve in parish religious education staff positions.

A. ~~Director of Religious Education (DRE)~~ -- One who is recognized as a DRE is seen to have the necessary personal qualities, catechetical understanding and skills, organizational and administrative abilities, academic preparation and professional experience to direct the entire religious education program of the parish including providing catechist training, curriculum development and selection of curriculum resources, program design, and supervision of staff, both paid and volunteer, for all age levels (pre-school through adult). A person who is called a DRE would be expected to have a Master's Degree in Religious Education, Theology, or Pastoral Studies,

or an approved equivalent, and at least three years full-time experience in religious education.

- B. ~~Coordinator of Religious Education (CRE)~~** -- One who is recognized as a CRE is seen to have the necessary personal qualities, catechetical abilities and skills, organizational and administrative abilities, academic preparation and professional experience to coordinate a segment of the parish religious education program such as children's catechesis, early and older adolescent catechesis, or adult catechesis. One who is called a CRE would be expected to have a Bachelor's Degree in Religious Education, Theology, or Pastoral Studies, or an approved equivalent, and at least one year full-time experience in religious education.
- C. ~~Administrator of Religious Education (ARE)~~** -- One who is recognized as an ARE is seen to have the necessary personal qualities, catechetical skills, organizational skills, training and experience as a catechist to perform the administrative responsibilities which are an essential element of a parish religious education program. An ARE is ordinarily responsible for recruiting catechists, arranging for catechist training, scheduling programs, ordering materials, communicating with parents, planning and scheduling. One who is called an ARE would be expected to have high school diploma, three years experience as a parish catechist and the Advanced Catechist Certificate granted by the Division of Religious Education.

Similarly, there are two levels of responsibility for parish youth ministry positions which recognize the talents and skills which individuals bring to these positions.

A. ~~Coordinator of Youth Ministry - Level Two~~ -- A Level Two Coordinator of Youth Ministry is recognized to have more than competent organizational skills, a full understanding of youth ministry, theology training, the personal qualities and pastoral skills to design and direct a comprehensive youth ministry program. This program usually includes but is not limited to: recruiting and training a youth ministry team, adolescent catechesis program and intentional evangelization and outreach. A Level Two Coordinator of Youth Ministry should be able to supervise staff, manage budget, participate in the annual parish planning process and handle other administrative responsibilities. A Level Two Coordinator of Youth Ministry is expected to complete 12 credits toward a master's program or complete the

National Certificate Program in Youth Ministry Studies, a bachelor's degree in a related field and two years professional experience as a parish youth minister. The National Certificate Program, sponsored in part by the Office of Youth Ministry, can fulfill the requirement for 12 graduate level hours.

B. ~~Coordinator of Youth Ministry - Level One~~ -- A Level One Coordinator of Youth Ministry is recognized to have basic organizational skills, an understanding of youth ministry, personal qualities and pastoral experience to perform the responsibilities of the Coordinator of a parish youth ministry program. A Level One Coordinator of Youth Ministry recruits the youth ministry team, arranges for leadership training, develops a comprehensive youth ministry program (as established in the job description), communicates with parents and maintains the administrative responsibilities. A Level One Coordinator of Parish Youth Ministry is expected to have a bachelor's degree in a related field, two years experience as a member of a parish youth ministry team and the Certificate in Youth Ministry I granted by the Office of Youth Ministry.

Provisional status of Level One Coordinator of Youth Ministry can be granted while an individual is working towards the Certificate in Youth Ministry I.

5. THE HIRING PROCESS

Several individuals and groups are necessarily involved in the process of hiring a parish religious education or youth ministry staff person. The following paragraphs describe the appropriate responsibilities of the **PASTOR**, and those whom the pastor may designate, the **CANDIDATE** for parish religious education or youth ministry positions and the **ARCHDIOCESAN OFFICES** responsible for providing assistance in this important process.

A. ~~ROLE OF THE PASTOR~~

- Authorizes and initiates the hiring process

- Sends "Pastor's Authorization Form" to Division of Religious Education/Office of Youth Ministry
- Selects interview team and oversees interview process
- Reviews resumes/applications received from Division of Human Resource Services
- Interviews final candidates
- Selects candidate for hiring
- Insures that the candidate has initiated the criminal background check
- Notifies Division of Religious Education/Office of Youth Ministry and sends a copy of the individual's employment agreement and job description to the appropriate office.
- Maintains accurate personnel records

As the person directly responsible to the Archbishop for providing effective catechesis and youth ministry in the parish, the pastor is the **hiring agent** and has the final responsibility for selecting and hiring religious education and youth ministry staff.

The pastor ~~authorizes and initiates~~ the process by giving approval to the job description, and the proposed budget adjustments needed for the salary, benefits, and continuing professional development of the staff person to be hired. The pastor communicates his approval by sending the ~~PASTOR'S AUTHORIZATION FORM~~ to the appropriate Archdiocesan office: the Division of Religious Education for a religious education staff person or the Office of Youth Ministry for a youth ministry staff person. A copy of the pastor's authorization form is included as an appendix at the end of this booklet

The pastor's authorization form is reviewed by the appropriate Archdiocesan Director and then forwarded to the Division of Human Resource Services. The pastor, or his appointed delegate, receives from the Division of Human Resource Services the application forms and resumés of those who have submitted the appropriate information to the Division of Human Resource Services and have been cleared by the respective archdiocesan director as having the necessary background, education and experience for the position being sought.

Pastors are not limited to interviewing those candidates about whom they receive information from the Division of Human Resource Services. Some parishes initiate their own advertising and recruiting processes. However, before the pastor completes the hiring process by signing a contract, the pastor insures that the candidate has contacted the appropriate archdiocesan office (Division of Religious Education or Office of Youth Ministry) to schedule an interview, to complete the archdiocesan application and to arrange for transcripts to be sent to the Division of Human Resource Services.

The pastor also insures that the candidate has initiated the **CRIMINAL BACKGROUND CHECK** in accord with the policy of the Archdiocese of Baltimore, (PMCEM #2.241) and state law.

The pastor completes the hiring process by **NOTIFYING IN WRITING** the appropriate archdiocesan director that a candidate has been hired. With this notification, a copy of the completed employment agreement and the person's job description are sent to the appropriate archdiocesan director. The pastor insures that accurate **PERSONNEL RECORDS**, including application form, are maintained for the person hired.

B. ~~ROLE OF THE CANDIDATE~~

- Completes and sends application form to the Division of Human Resource Services
- Requests that academic transcripts are sent to the Division of Human Resource Services
- Requests interview with archdiocesan Director of Religious Education/Youth Ministry
- Participates in interviews at the parish
- Completes criminal background check application prior to start of employment
- When hired, participates in the Orientation Day for new religious education/youth ministry personnel conducted by the Division of Religious Education and the Office of Youth

Ministry

Applicants for parish religious education and youth ministry positions provide the information needed for the initial assessment of their suitability for the position by completing the archdiocesan application form indicating prior work experience and employers, transcripts of undergraduate and graduate academic work, and names and addresses of professional and personal references. These materials are sent to the Division of Human Resource Services.

The candidate complies with the procedure for the **CRIMINAL BACKGROUND CHECK** in accord with the policy of the Archdiocese of Baltimore (PMCEM, #2.24 and state law).

The candidate participates in a personal interview with the archdiocesan director who relates to the position being sought (the Director of Religious Education or the Director of Youth Ministry).

The person hired participates in the **ORIENTATION FOR RELIGIOUS EDUCATION AND YOUTH MINISTRY PERSONNEL** conducted each year in September by the Division of Religious Education and the Office of Youth Ministry.

C. ~~ROLE OF ARCHDIOCESAN OFFICES~~

The Division of Human Resource Services, the Division of Religious Education and the Office of Youth Ministry collaborate in insuring that services are provided to Pastors and candidates seeking religious education and youth ministry positions.

1. ~~Division of Human Resource Services~~

- Advertises for and recruits qualified candidates
- Provides consultation for the advertising and recruiting process
- Sends applications to interested candidates
- Refers completed applications to Director of Religious Education/Youth Ministry for review of appropriate qualifications

- Sends applications and resumes of qualified candidates to the designated parish contact person
- Shares reference information on candidates with parish contact persons upon request

The Division of Human Resource Services coordinates the advertising and recruitment of qualified candidates for parish religious education and youth ministry positions and processes the applications received from candidates.

The Division of Human Resource Services insures that a candidate's file is complete and that it is reviewed by the appropriate archdiocesan director. The Division of Human Resource Services sends reference forms to those listed by the candidate on the archdiocesan application, and receives the transcripts of academic work for inclusion in the candidate's file.

After the appropriate archdiocesan director approves the candidate's application for consideration the Division of Human Resource Services sends the candidate's application to pastors (or their designated contact person) who have submitted the pastor's authorization form.

At the request of the pastor or the pastor's contact person, the Division of Human Resource Services shares information from the candidate's references and academic transcripts. When the pastor has narrowed the choices to two or three candidates, the pastor may request that copies of references and transcripts for the final candidates be sent to the pastor or his contact person.

2. ~~Division of Religious Education and Office of Youth Ministry~~

- Provides consultation on job descriptions and salary ranges.
- Receives authorization form from pastor
- Reviews application forms of candidates
- Is available for consultation regarding interviewing and selection of candidates
- Interviews candidates for hiring

- Receives copy of employment agreement and job description from pastor and forwards to Division of Human Resource Services
- Conducts Orientation Day for new staff

Depending on the parish position to be filled, these two offices provide assistance to pastors and candidates throughout the hiring process.

The Division of Religious Education and the Office of Youth Ministry provide consultation and resource materials for developing a realistic job description, establishing a salary range, interviewing and selection of candidates in the hiring process. Copies of the recommended employment agreement are sent to the pastor by the appropriate director.

The appropriate archdiocesan director receives from the pastor the pastor's authorization form and reviews it to insure that the parish has considered the necessary factors for hiring before forwarding this form to the Division of Human Resource Services.

The appropriate director also reviews the files of the candidates for religious education and youth ministry positions to make an initial determination about whether the candidate has the necessary personal qualities and professional qualifications for the position sought.

The archdiocesan Directors of Religious Education and Youth Ministry are available to consult with pastors about particular candidates during the hiring process.

The appropriate archdiocesan director (or the director's delegate) interviews candidates for parish religious education and youth ministry positions. Preferably, this interview is held prior to the finalization of a candidate's being hired by the parish. If this is not possible, the interview is held as soon as possible thereafter.

When the hiring process is completed, the archdiocesan director receives from the pastor copies of the signed employment agreement or memorandum of understanding and job description. After reviewing these materials, the director forwards these items to the Division of Human Resource Services for inclusion in the employee's file.

The archdiocesan offices provide an Orientation Day for new parish religious education and youth ministry personnel each year. This day is

held at the Catholic Center and addresses pertinent archdiocesan policies, programs and services.

The offices also publish a directory of parish religious education and youth ministry personnel which is distributed to all parish leaders in the Archdiocese of Baltimore.

D. CONFIDENTIALITY

All those involved in the hiring process exercise care that the process is carried out with confidentiality in order to safeguard both the personal reputation and professional career of the candidates, as well as the opinions and convictions of the parish personnel. For purposes of this section, the terms "confidential" and "confidentiality" mean that information is ~~not~~ shared with others ~~except~~ for communication of relevant information to one's supervisor or as required by law (e.g. mandated reporting of child abuse or neglect).

When several candidates are considered qualified for a position and only one can be chosen, the criteria used in making the final selection are often complex and sensitive. The selection of one person is, therefore, not necessarily a negative judgment on other candidates, but rather a judgment that one particular person is better suited for the position at this time. Consequently, the need for confidentiality is sensitively and conscientiously recognized and respected by all those involved in the interviewing and selection process.

Further, the interview team should keep strictly confidential any information learned about candidates from applications, resumes, references or any other sources. The materials which were sent by the Division of Human Resource Services (applications, references, transcripts) are returned to that division. Other information about candidates who are not hired should be carefully destroyed once the hiring process is completed.

Finally, any information about needs, concerns or current personnel in the parish which surfaces in the course of the interviewing/hiring process should be kept strictly confidential by the interview team. The pastor will determine what information

needs to be given to the candidate who is eventually hired.

6. ~~EMPLOYMENT AGREEMENTS~~

The hiring process is finalized when the mutual expectations of the employer and the employee are specified in the written employment agreement. "Pastors or parish boards which hire directors or coordinators must formulate clear and specific agreements with them concerning their duties, in line with diocesan policies. These agreements should also specify the spiritual, psychological, and financial support to be provided by the parish" (NCD, #214). In the Archdiocese of Baltimore, this agreement is in the form of an employment agreement for lay persons. For religious, the agreement is in the form of a memorandum of understanding (cf. ~~PMCEM~~, #2.17 & 2.23).

A. ~~EMPLOYMENT AGREEMENT or MEMORANDUM OF UNDERSTANDING~~

The employment agreement or memorandum of understanding provides for agreement regarding the job description, lay salary or religious stipend, and benefits. It includes provision for an annual evaluation, termination or non-renewal and the right of review process.

A copy of the signed employment agreement or memorandum of understanding is sent to the Division of Religious Education/Office of Youth Ministry for inclusion in the individual's personnel file.

The recommended forms for the employment agreement and memorandum of understanding are included as an appendix at the end of this booklet.

B. ~~NON-RENEWAL~~

In accord with Archdiocesan policy (~~PMCEM~~, #2.18), if a parish does not intend to renew an employment agreement or memorandum of understanding, the parish religious education staff member is to be given the reason(s) for non-renewal in writing at least 60 days prior to the termination of the employment agreement or memorandum.

C. ~~RIGHT OF REVIEW PROCEDURES~~

In accord with Archdiocesan policy (PMCEM, #2.17 & #2.23), an employment agreement for a lay person or a memorandum of understanding for a religious contains a provision for a right of review procedure, in case there is a dispute regarding the agreement or memorandum. In the event of a dispute, either the pastor or the staff person contacts the appropriate archdiocesan director for consultation and/or mediation. If the dispute involves termination of the employee and a mutually agreeable outcome is not able to be reached, the employee may then initiate the right of review process.

7. DEVELOPING PARISH STAFF RELATIONSHIPS

The parish staff is very important as a source of personal and professional support for religious education and youth ministry personnel. The pastor has the primary responsibility for providing the vision for the parish and for creating an environment among the staff that enables their ministry to en flesh that vision. There are several practical strategies that foster supportive staff relationships:

- Once a person has been hired, the pastor arranges for that person to be introduced to each member of the professional and support staff of the parish, the deacons and other pastoral ministers, and the chairpersons or coordinators of the various parish committees and organizations.
- The pastor and staff prepare an orientation for the new staff member. Orientation includes an overview of the responsibilities of other staff and a review of administrative procedures such as check requests, reserving parish meeting space and phone messages.
- The pastor provides an opportunity for the new staff person to be introduced to the parish community. For example, an opportunity to meet parishioners at a reception after weekend liturgies is very effective.
- Staff meetings are regularly scheduled in order to foster effective communication among the staff. Even though individual ministers have responsibility for particular dimensions of the parish ministry, it is very important that each staff person have some knowledge and understanding of all official parish activities, programs, and

procedures. Staff meetings also enable the pastor to be aware throughout the planning process of important activities and programs and to have input when parish procedures or policies are being evaluated.

- Clear lines of authority and accountability are developed. Staff persons need to know to whom and for what specific areas of the parish ministry they are accountable. Special attention is given to programs or areas of ministry where accountability and responsibility are shared among two or more staff persons.
- The pastor strives to model the desired approach to ministry in the parish. Collaboration as a team approach begins with the pastor. The pastor models the preferred style of decision making, planning, and also conflict management.
- The staff strives to be professional, not just in their areas of ministry, but as members of the ministry team. A professional keeps confidences with discretion; respects other colleagues and supports their ministry; welcomes critique and evaluation of the quality and content of ministry; works to stay current in knowledge and skills; and is always growing in competence.

8. ~~SUPPORTING PARISH RELIGIOUS EDUCATION AND YOUTH MINISTRY STAFF~~

The appropriate support of ministers has received significant attention in several church documents since ~~Vatican Council II~~. The 1971 Synod of Bishops stated: *"Those who serve the Church by their labor, including priests and religious, should receive sufficient livelihood and enjoy that social security which is customary in their region. Lay people should be given fair wages and a system for promotion"* (~~JW~~, Chap. III). In 1986, the Bishops wrote in ~~Economic Justice For All~~, *"We Bishops commit ourselves to the principle that those who serve the Church - laity, clergy, and religious - should receive a sufficient livelihood and the social benefits provided by responsible employers in our nation"* (~~EJA~~, #351).

Canon Law supports this emphasis by stating: *"They (lay persons) have a right to a decent remuneration suited to their condition; by such remuneration they should be able to provide decently for their own needs and for those of their family with due regard for the prescriptions of civil law; they likewise have a right that their pension, social security and health benefits be duly provided"* (Canon #231). Moreover, in his third encyclical letter, *On Human Work*, Pope John Paul II wrote: *"Just remuneration for the work of an adult who is responsible for a family means remuneration which will suffice for establishing and properly maintaining a family and for providing security for its future"* (HW, #19).

In addition to providing a realistic description of responsibilities (job description), the parish also provides appropriate compensation in the form of salary or stipend and at least the minimum benefits, as approved by the Archbishop for archdiocesan and parish personnel, i.e. medical insurance, retirement, long-term disability, life insurance, and a professional development allowance.

The parish is the principal setting within which the religious education and youth ministry staff member will find affirmation and support for his/her ministry. This support can be recognized by the provision of support staff, office space and materials, public recognition of the role, opportunity for professional development and authentic interaction on a consistent basis as an integral member of the staff, especially when differences or disagreements arise. Further, religious education and youth ministry staff members are encouraged to participate in their respective professional organizations: the Baltimore Association of Catechetical Ministers (BACM) and the Association of Professional Youth Ministers (APYM).

The Division of Religious Education provides periodic in-service and retreat opportunities for parish religious education staff personnel and insures continued communication regarding Archdiocesan events and policies.

Information regarding appropriate salary ranges for the various levels of responsibility, minimum benefits as approved by the Archbishop and scheduled opportunities for in-service is available from the Division of Religious Education and the Office of Youth Ministry.

9. SUPERVISION AND PERFORMANCE APPRAISAL

Supervision and performance appraisals provide for a structure, schedule, and mutually agreed-upon criteria and process for a continuing dialogue

between supervisor and religious education or youth ministry staff person. In this dialogue the supervisor and staff person can discuss relationships, expectations, difficulties and areas of satisfaction in job performance and ministerial effectiveness. They can also discuss the continuing professional growth and development of the staff person.

The primary purpose of this process is to promote ongoing communication and dialogue between the staff person and supervisor to enhance the effectiveness of the staff person in ministry, and of the parish and supervisor in support of the ministry and the staff person.

The following suggestions offer one specific approach for conducting supervision and performance appraisals, and can serve as a foundation for mutual agreement about what specific procedures you will decide to follow.

A. SUPERVISION

1. Supervisor

Since the "pastoral care of the parish is entrusted to a pastor as its own shepherd under the authority of the Archbishop" (*Pastoral Handbook*, Second Edition 1986, #1.7A.2; cf. Canon 515 § 1), the pastor will ordinarily be the supervisor for all full-time staff members. Moreover, since parish staff members can, in some ways, be viewed as an extension of the role of the pastor, the pastor and staff member have a structure for regular communication so that each will be aware of the concerns of the other, and so that any difficulties which may arise can be dealt with when they are small ones.

2. Initial Supervisory Review Period

An initial probationary period, usually 90 days, is suggested; such a period is customary in many professions. This period provides the opportunity for mutual interaction and adjustment during the beginning days of employment, in particular as regards the adequacy of the job description and expectations, and the ability of the staff person to fulfill the responsibilities of the position.

During this time there could be three meetings of pastor and staff person. In the first meeting, discuss the job description. If it is unrealistic, adjust it by mutual agreement. Clarify specific items in the

job description and of accomplishment. set dates for the second and 6 week intervals.

expectations of fulfillment, and identify measures Determine completion dates for these items, and third supervisory meetings -- usually at 4 to

of further needed pastor and staff At the second and third meetings, assess the measurable indicators satisfactory accomplishment of specific items, and discuss any refinements in the job description. During this time, the

person should be able to determine, in at least a preliminary way, whether the requirements of the job description and the talents of the staff person are appropriately matched.

The 90 day probationary period concludes with a mutual agreement regarding the adequacy of the job description and the ability of the staff person to fulfill the requirements of the position; the staff person is either released or retained, and the job description for the remainder of the year is determined. If a serious difficulty arises, the probationary period may be extended by the pastor. In addition, the structure and process for ongoing supervision is mutually agreed upon.

3. Ongoing Supervision

The purpose of ongoing supervision is to provide regular, though less frequent, opportunities both for feedback regarding the position by both the pastor and staff person, and also for affirmation of satisfactory or exemplary fulfillment of the role. Both pastor and staff person keep each other informed of their respective views of job performance or support, or regarding changing aspects of the position.

Ordinarily, the pastor and staff person will meet 3-4 times per year for this ongoing supervision.

B. PERFORMANCE APPRAISAL

In accord with Archdiocesan policy (PMCEM, #2.17 & #2.23), all parish religious education and youth ministry personnel receive an annual written performance evaluation.

1. Purposes of Performance Appraisal

Performance appraisal has the following purposes:

- To provide a consistent and continuing record of an individual's job performance.
- To recognize and affirm areas of excellent performance.
- To consider changes in the job description.
- To identify areas where performance is unsatisfactory and/or where improvement is needed.
- To identify areas for further professional growth and development.
- To make decisions about job continuance.

2. Who Participates in the Process

For parish religious education and youth ministry personnel, the pastor directs the process. Of necessity, the pastor and the religious education and/or youth ministry staff person(s) participate. Others may be asked to participate because they are aware of the responsibilities of the position and have first-hand knowledge of the person's performance. These may include parish staff members, education or youth ministry committee members, program leaders or volunteers, and those served in the ministry.

3. Criteria and Standards

The employee and the pastor discuss and develop the criteria and standards for evaluation together; the pastor makes the final determination. In this way, both pastor and staff person are aware of the criteria and standards upon which the evaluation will be conducted. The criteria and standards for evaluation are developed from the person's job description and from approved program plans, goals, and objectives.

4. Process and Timeline for Performance Appraisal

The following timeline is recommended:

By summer or early September, the pastor and staff person meet:

- the
- a) to discuss and determine the process and timeline for performance appraisal for the fiscal year just

beginning; dates during the year;

are determined for progress meetings

- standards for sessions
- b) to review the job description and the specific goals and objectives for the upcoming fiscal year; and
 - c) to discuss together and identify the criteria and evaluation; these criteria are based on
 - the job description;
 - the goals and objectives for the upcoming year;
 - target areas identified in prior supervisory or performance appraisals.

In situations where mutual agreement on a particular item is not possible, it is the responsibility of the pastor to make the final determination.

- In December, the pastor and staff person meet for an interim review. At this time, any necessary adjustments can be made in the previously established criteria.
- In March, those who participate as evaluators share their information with the pastor or the person designated by him to gather the information. Together with the pastor's own assessment, this information is related to the already established criteria and standards upon which the performance appraisal is to be based, and summarized in writing. Both strengths and areas where improvement is desirable or necessary are noted.
- Also in March, and prior to the annual performance appraisal meeting, the pastor completes an evaluation form regarding the staff person, and the staff person completes another copy of the same form for the purpose of preparing for the meeting. This form is based on the already agreed-upon priorities, goals, objectives and/or expectations, determined at the initial performance appraisal meeting the previous summer or September.
- Later in March, the pastor and staff person meet for the annual performance evaluation and dialogue. During the

meeting, pastor and staff person share the forms they have completed and discuss points of agreement and any areas of concern.

~~Please Note:~~ This meeting is one of the pivotal opportunities in the whole performance appraisal process for addressing and accomplishing the purposes of performance appraisal, and is conducted in such a way as to allow pastor and/or staff person:

- to recognize areas of excellent performance by the staff person
- to consider any needed changes in the job description
- to discuss any areas of unsatisfactory performance and/or needed improvement
- to identify areas for further professional growth and development
- to make decisions about job continuance

This meeting is also an excellent opportunity for the staff person to address the pastor's role as employer, both to affirm the positive and to express concern about any perceived difficulties or needs. This element of the meeting will occur most fruitfully if the pastor is genuinely concerned to provide the best possible working/ministry environment for the staff person, and the staff person recognizes and respects the pastor's and the parish's role, strengths and limitations.

After the meeting, the pastor writes up a report and summary of the annual performance appraisal meeting. The staff person is given the opportunity to respond in writing to this written evaluation.

A final written copy of the completed evaluation, including the staff person's response, is signed and dated by both pastor and staff person.

Two copies of this completed evaluation are prepared. One copy is placed in a confidential file in the parish; the other copy is given to the staff person.

To assist in this process, the Division of Religious Education and Office of Youth Ministry, together with the Division of Human

Resource Services, provide a description of a recommended performance appraisal process and a sample performance form: this information is included in the Appendix of this document, for your reference.

5. Improvement Targets - If the evaluation process reveals particular areas where significant improvement is needed in performance or in work skills,

- the pastor and staff person discuss and agree upon specific performance targets and/or skill development steps, and
- an appropriate time period is identified in which performance or skill development is expected.

6. In Case of Non-Renewal - If the results of the performance evaluation are such that non-renewal of contract or memorandum of understanding is envisioned, care is taken to provide notification of non-renewal in accord with the terms of the contract or memorandum of understanding.

The reasons for non-renewal are given in writing to the staff person (cf. PMCEM, #2.18 & #2.23), at least 60 days before the end of the contract or memorandum of understanding, in order to provide for maintaining the continuity of the parish religious education or youth ministry programs, for initiating a job search to seek another staff person, and for allowing the individual to search for another position.

7. Confidentiality - The entire process of performance evaluation is done with careful attention to confidentiality, in order to safeguard the personal and professional reputation of the staff person who is evaluated, as well as the privacy of other persons who participated in the evaluation process.

regarding
out of these
the Division
Office of

**ASSISTANCE and
RESOURCES**

Consultation and assistance
the interpreting and carrying
regulations are available from
of Religious Education and the
Youth

Ministry.

There may not directly or there situations these

SPECIAL CIRCUMSTANCES

arise circumstances which are addressed by these regulations, may be particular pastoral for which an adjustment in regulations may be desirable.

The Division of Religious Education and Office of Youth Ministry are ready to assist in clarifying such situations and in developing an alternative approach which provides for the fulfillment of the rights and responsibilities of all involved.

APPENDIX A

PASTOR'S AUTHORIZATION FORM

This form is completed by the Pastor and returned to the Division of Religious Education or the Office of Youth Ministry to determine that the parish has done the necessary preparation to hire a religious education/youth ministry staff person and to insure that the Pastor has given his authorization to provide funding, seek candidates and hire a religious education/youth ministry staff person. This form and the other steps to be carried out in the hiring process are described in the Archdiocesan

Regulations, ~~Ministers In Service of the Word.~~

This authorization is for Religious Education Staff Person
 Youth Ministry Staff Person

**PARISH
INFORMATION**

Name of _____ Parish:

Region:

Pastor's Name:

Size of Parish:

List of present professional staff:

Has the parish had a paid religious education/youth ministry staff person?
 Yes No

If yes, how long has the parish had such a position?

Major strength(s) of the Parish Religious Education/Youth Ministry Program:

Major area(s) of ~~need~~ of Parish Religious Education/Youth Ministry Program.

RELATIONSHIPS

Please describe, briefly, the relationship the religious education/youth ministry staff person is expected to have with the following:

~~Pastor~~

~~Other professional staff members~~

~~Parish Education Committee~~

~~Parish Council~~

SUPERVISION

The staff _____ person will be directly accountable for supervision to:

SALARY RANGE

which the _____ Pastor has authorized for this position is

For Religious: _____ For Lay:

Please attach the proposed ~~JOB DESCRIPTION~~ for this position. (The process cannot continue unless a job description for the ~~position is included~~.) If assistance is needed in developing a job description, please contact the Director of the Division of Religious Education/Office of Youth Ministry.

CONTACT PERSON

_____ ~~Please indicate below~~ the person who will serve as the ~~parish contact person~~ for the hiring process to whom information on candidates should be mailed by the Division of Human Resource Services. This can be the Pastor or someone designated by the Pastor to carry out the task of screening candidates and arranging for interviews.

Name:

Telephone Number:

Address of Contact Person:

Zip Code

Please attach any other information you feel is pertinent to your parish Religious Education/Youth Ministry Program.

Pastor's Signature

Date

Please return this form to:

Director
Division of Religious Education
320 Cathedral Street
Baltimore, Maryland 21201

or

Director
Office of Youth Ministry
320 Cathedral Street
Baltimore, Maryland 21201

Once this form and the job description have been received and reviewed by the Division of Religious Education or Office of Youth Ministry, they will be forwarded to the Division of Human Resource Services. Information on candidates will be sent by the Division of Human Resource Services to the parish contact person. It is the responsibility of the Pastor and others he has invited to be a part of the process to assess the information about the candidates and determine those who will be invited to an interview.

OFFICE USE: D _____ DR _____ J _____ SAP _____ AP _____

**APPENDIX
B**

**EMPLOYMENT AGREEMENT
FOR LAY PROFESSIONAL
RELIGIOUS EDUCATION/YOUTH MINISTRY STAFF**

ARCHDIOCESE OF BALTIMORE

THIS EMPLOYMENT AGREEMENT, MADE THIS _____ day of _____, 19____, by and between _____ ROMAN CATHOLIC CONGREGATION, INC., hereinafter referred to as PARISH and _____, Social Security Number _____, residing at _____ (hereinafter referred to as EMPLOYEE), witnesseth, that for and in consideration of the mutual covenants and promises hereinafter set forth, the parties agree as follows:

SECTION I: Employment

~~PARISH employs and welcomes EMPLOYEE in the ministry of the PARISH as~~
(Director/Coordinator/Administrator of Religious Education or Director/Coordinator of Youth Ministry)

and EMPLOYEE accepts such employment upon the terms and conditions set forth herein.

SECTION II: Term

The initial term of the Agreement shall be for a period of _____ months, beginning on the _____ day of _____, 19____, and after that date, and ending the _____ day of _____, 19____, unless terminated earlier pursuant to Section VII of this Agreement.

SECTION III: Duties

EMPLOYEE agrees to perform the duties and responsibilities specified in the Job Description attached to and made part of the Agreement as "Exhibit A." The Job Description includes a statement of accountability and describes the expected relationships with specific persons, groups and/or offices.

SECTION IV: Probationary Period

The first 90 days of the initial term of this Agreement shall be considered a probationary period. During this time either party may terminate this Agreement upon giving two weeks written notice of termination, or in the case of termination by the PARISH, two weeks pay in lieu of notice.

SECTION V: ~~Incorporation of Archdiocesan Policies, Regulations, and Guidelines~~

EMPLOYEE and PARISH agree to observe the policies, regulations and guidelines, as contained in all official regulatory and policy manuals as may be amended from time to time by PARISH and/or the various Departments/Divisions/Offices of the Archdiocese of Baltimore when such policies, regulations or guidelines relate to the duties of EMPLOYEE at PARISH. PARISH agrees to identify the specific policies, regulations, and guidelines that affect EMPLOYEE'S particular ministry. EMPLOYEE agrees to uphold the teachings, doctrines, ethics and morals of the Roman Catholic Church as may be promulgated and interpreted by the Roman Catholic Archbishop of Baltimore from time to time.

SECTION VI: Warranty of EMPLOYEE

EMPLOYEE warrants that all information and data concerning qualifications, education, background, work experience, and character submitted to PARISH and/or to the Division of Religious Education, Office of Youth Ministry, or the Division of Human Resource Services of the Archdiocese are

complete, correct, and accurate.

SECTION VII: Termination of Employment For Cause

It is further agreed that PARISH may discharge EMPLOYEE at any time for Cause and thereby terminate this Agreement for Cause. Cause for discharge shall include: (a) professional incompetence; (b) professional malfeasance; (c) inability or unwillingness to relate in an amicable and professional manner with students, parents, colleagues and others with whom EMPLOYEE relates in the performance of duties; (d) rejection of official doctrine or laws of the Roman Catholic Church in the performance of duties; (e) violation of the terms of this Agreement; (f) conduct not in keeping with the duties and leadership role of a minister of the Church; (g) conduct or actions which are offensive to the community or which tend to embarrass the PARISH or the Archdiocese; (h) behavior that seriously and publicly violates the official teachings of the Catholic Church as interpreted in the sole judgment of the Roman Catholic

Archbishop; or (i) any other conduct which substantially impairs EMPLOYEE's performance of his or her responsibilities under this Agreement.

Subsections (f), (g), (h) and (i) are not limited to job-related conduct. For Subsections (a), (b), (c) or (d), termination for Cause must be preceded by written indications of unsatisfactory performance and at least sixty (60) days allowed for sufficient improvement on the part of EMPLOYEE, except during the probationary period.

SECTION VIII: Notice of Renewal/Non-Renewal

PARISH and EMPLOYEE agree to meet at least 90 days prior to the expiration date of the initial term of this Agreement or any renewal term thereof in order to discuss renewal of the Agreement, as well as any amendments, deletions, or additions to the job description or changes in the negotiated benefits. If the parties agree to renewal, a written renewal addendum shall be prepared setting forth the salary for the renewal term and any new or changed terms of the Agreement. The renewal addendum shall be signed by both parties and shall be attached to and become a part of this Agreement. If the parties mutually agree not to renew the Agreement, it shall expire at the end of the initial term or any renewal term. If PARISH does not wish to renew the agreement, it notifies EMPLOYEE in writing at least 60 days prior to the expiration of this Agreement stating the reason(s) for not renewing the agreement in accord with the policy of the Archdiocese.

SECTION IX: Conflict Resolution and Right of Review

In the event of a disagreement regarding any aspect(s) of this Agreement, either party may consult with the Archdiocesan Director of the Division of Religious Education or Office of Youth Ministry for assistance in resolving the disagreement. If the disagreement is not resolved through this process and involves termination of this Employment Agreement by the PARISH for Cause under Section VII, the EMPLOYEE may initiate the right of review procedure established by the Department of Catholic Education Ministries, as may be amended from time to time, by submitting a written request for review to the Secretary of Catholic Education Ministries.

SECTION X: Supervision and Performance Appraisal

The PARISH agrees to identify a supervisor for EMPLOYEE and both parties agree that the Supervisor will meet with EMPLOYEE on a regularly scheduled basis for supervision and feedback regarding job performance. Both parties agree that an annual written performance appraisal will be conducted in substantially the same manner as the process recommended by the Archdiocesan Division of Religious Education and the Office of Youth Ministry.

SECTION XI: Entire Agreement Clause

The Parties agree that this Agreement, including Exhibits, represents the entire agreement between them and the provisions thereof may not be changed other than by a subsequent agreement in writing, with the exception of the Archdiocesan mandated benefits. The Agreement and Exhibits must be signed by the Parties and properly witnessed.

SECTION XII: Compensation and Benefits

As compensation for the services to be rendered by EMPLOYEE under this Agreement, for the initial term of the Agreement PARISH shall pay EMPLOYEE the salary of (\$ _____), payable in _____ equal installments of \$ _____ per _____ commencing on the _____ day of _____, 19 _____. The salary for subsequent terms under this Agreement or any renewal thereof shall be determined annually by PARISH.

EMPLOYEE shall be entitled to receive the benefits which are referred to in Exhibit B of this Agreement. The minimum mandated Archdiocesan benefits are subject to change from time to time.

IN WITNESS THEREOF, we have subscribed our signatures on this _____ day of 19 _____.

(corporate name of parish)

BY:

Signature of Pastor (Date)

Signature of Employee (Date)

This Employment Agreement is to be completed, signed and distributed as follows: _____
Original to the PARISH
One Copy to the EMPLOYEE
One Copy to the Division of Religious Education or Office of Youth Ministry

Exhibit A

JOB DESCRIPTION

A copy of the EMPLOYEE'S JOB DESCRIPTION is attached here. The JOB DESCRIPTION includes, but is not limited to the following items:

- Title of the Position
- Title/Role of the person to whom the employee is accountable for personnel supervision and annual performance appraisal.

General Description of Duties

Specific Duties and Responsibilities

Relationships

Qualifications:

Education

Experience

Skills

Knowledge

Personal Qualities

Signatures:

Pastor

Date _____

Employee

Date _____

Exhibit B

BENEFITS

1. SUMMARY OF MINIMUM MANDATED ARCHDIOCESAN BENEFITS FOR LAY EMPLOYEES

The actual amount of each of these benefits is determined by archdiocesan policy.

- * Health Care Coverage
- * Pension Plan
- * Short-Term Disability
- * Long-Term Disability
- * Life Insurance
- * Worker's Compensation
- * Unemployment

In order to qualify for health care coverage, the pension plan, long/short-term disability, and life insurance, a twelve (12) month employee must work a regular schedule of 20 hours or more per week. A ten (10) month employee must work a regular schedule of 25 hours or more per week. Details regarding the various benefit plans are available from the archdiocesan Division of Insurance.

- * **Sick Leave**

Employees may accumulate a maximum of 30 days (240 hours) of sick leave.

Accumulated sick leave is not compensable at the time of termination or retirement.
 Formula for accruing sick leave:

Average Hours Worked Per Week	Sick Leave Hours Earned	
Maximum		
40 - 35 hrs./wk	8 hrs./month	192 hrs.
34 - 30 hrs./wk	7 hrs./month	168 hrs.
29 - 25 hrs./wk	6 hrs./month	144 hrs.
24 - 20 hrs./wk	5 hrs./month	120 hrs.

II. NEGOTIATED BENEFITS

A benefit is to be provided in each of the following areas, but the actual amount is determined through negotiation by the PARISH and the EMPLOYEE.

* Leaves

- Vacation _____ days/year
- Bereavement _____ days/year
- Emergency/Personal _____ days/year
- Holidays _____ days/year (List Here)

* Professional Development (e.g. courses, workshops, meetings, conventions, institutes)
 \$_____ per year.

* Car Mileage Reimbursement (except for commuting to and from work, reimbursement at a fixed amount _____ per mile for work-related travel expenses. Expenses can include tolls, parking, meals). \$_____ per mile, plus tolls, parking, meals, etc. up to a total of \$_____/year.

* Workplace Considerations (e.g. secretarial support, office space, equipment, materials)

Office space: _____

Secretarial Assistance:

Other:

Signatures: _____ Date

Pastor

Date

Employee

APPENDIX C

MEMORANDUM OF UNDERSTANDING

MEMORANDUM OF UNDERSTANDING

This is a Memorandum of Understanding by and between
Roman Catholic Congregation, Inc. (hereinafter referred to as the "PARISH") and _____
_____ (hereinafter referred to as the "COMMUNITY")
concerning
(Corporate Title of Religious Community)
the ministry of _____
(Name of Religious)
(hereinafter referred to as the "MEMBER").

1. With permission and consent of the Provincial¹ of the COMMUNITY (hereinafter referred to as the "Provincial"), the PARISH welcomes the MEMBER into the mission of the PARISH as: _____
(Title of Position)
In this position, the MEMBER shall perform the duties described in Exhibit A, attached to and made a part of this Agreement, which includes a statement of accountability and describes the expected relationships with specific persons, groups and/or offices. In performing such duties, the MEMBER shall observe the applicable policies, regulations and guidelines of the PARISH and/or the Archdiocese of Baltimore as may be amended from time to time.
2. The MEMBER and the COMMUNITY warrant that all information and data concerning the MEMBER's qualifications, education, background, work experience, and character submitted to the PARISH, the Archdiocesan Division of Religious Education or Office of Youth Ministry, or the Division of Human Resource Services of the Archdiocese is complete, correct and accurate.
3. The MEMBER, with permission of the Provincial, accepts the invitation of the PARISH and consents to serve in this capacity for a period of one (1) year, unless this Memorandum of Understanding is terminated earlier pursuant to Section 7.

¹ Although the name may vary according to the approved constitution and modality of internal government of a particular religious institute, throughout this document the term "Provincial" indicates that person who holds the office in the particular religious institute that carries with it those rights and obligations of the Major Superior designated as "Provincial" in the Code of Canon Law of the Roman Catholic Church.

-
4. The term of service shall be measured from to _____.
5. The PARISH shall compensate the COMMUNITY for the services of the MEMBER in the following manner (complete what is applicable):
- a) pay the COMMUNITY at the rate of \$ _____ per year.
 - b) provide retirement benefit in the amount of \$ _____.
 - c) provide medical insurance at an annual premium of \$ _____ or reimburse the COMMUNITY for medical insurance in the amount of \$ _____.
 - d) provide death benefits/group life insurance at a premium cost in the amount of \$ _____.
 - e) provide short term disability insurance at a premium cost in the amount of \$ _____.

The PARISH shall also provide the negotiated benefits listed on Exhibit B which is attached to and made a part of this Memorandum of Understanding.

6. During the term of this relationship, it is understood that, insofar as his/her ministry within the PARISH is concerned, the MEMBER shall be under the direction of the PARISH, subject, however, to the right of the COMMUNITY to terminate the services of the MEMBER at any time at his/her pleasure by giving sufficient written notice to the PARISH as is hereinafter set forth. The MEMBER and the PARISH agree to observe the policies, regulations and guidelines as contained in all official regulatory and policy manuals as may be amended from time to time by the PARISH and/or the Archdiocese of Baltimore when such policies, regulations and guidelines relate to the duties of the MEMBER at the PARISH. PARISH agrees to identify the specific policies, regulations and guidelines that affect MEMBER's particular ministry. MEMBER agrees to uphold the teachings, doctrines, ethics and morals of the Roman Catholic Church as may be promulgated and interpreted by the Roman Catholic Archbishop of Baltimore from time to time.
7. (a) The first 90 days of the initial term of this Memorandum of Understanding shall be considered a probationary period. During this time, either the PARISH or the COMMUNITY may terminate this Memorandum of Understanding by giving two weeks notice to the other party or, in the case of termination by the PARISH, by giving two weeks pay in lieu of notice.

- (b) After completion of the probationary period, the COMMUNITY may terminate this Memorandum of Understanding at any time for any reason by giving the PARISH sixty (60) days' written notice of such termination.
 - (c) The PARISH may terminate this Memorandum of Understanding at any time for CAUSE, including the following with respect to the MEMBER: (a) professional incompetence; (b) professional malfeasance; (c) inability or unwillingness to relate in an amicable and professional manner with parents, students, colleagues, and others with whom the MEMBER relates in the performance of duties; (d) rejection of official doctrine of laws of the Roman Catholic Church in performance of his/her duties; (e) violation of the terms of this Memorandum of Understanding; (f) conduct not in keeping with the duties and leadership role of a minister of the Church; (g) actions which are offensive to the community or tend to embarrass the PARISH or the Archdiocese; (h) behavior that seriously and publicly violates the official teachings of the Catholic Church as interpreted in the sole judgment of the Roman Catholic Archbishop; or (i) any other conduct which substantially impairs the MEMBER's performance of his or her responsibilities under this Memorandum of Understanding. Subsections (f), (g), (h), and (i) are not limited to job-related conduct. For subsections (a), (b), (c), or (d), termination for Cause must be preceded by written indications of unsatisfactory performance and at least sixty (6) days allowed for sufficient improvement on the part of the MEMBER, except during the probationary period.
8. The parties agree that the Pastor of the PARISH or his designee will meet with the MEMBER on a regularly scheduled basis for supervision and feedback regarding job performance. An annual written evaluation will be conducted in substantially the same manner as the process recommended by the Archdiocesan Division of Religious Education or Office of Youth Ministry.
9. The Pastor of the PARISH and the MEMBER will meet at least ninety (90) days before the expiration of the term of this Memorandum of Understanding to discuss whether the relationship is to be renewed and any amendments, deletions, or additions to this Memorandum of Understanding, including the Exhibits. The results of this meeting will be submitted to the Provincial. If the parties desire to renew the relationship, a renewal addendum to this Memorandum of Understanding will be executed.
10. It is understood by all parties that, should there arise a dispute regarding any aspects of this Agreement, any party may consult with the Archdiocesan Director of the Division of Religious Education or Office of Youth Ministry for assistance in resolving the disagreement. If the disagreement is not resolved through this process and involves termination of this Memorandum of Understanding by the PARISH for Cause under Section 7 (c), the MEMBER may initiate the right of review procedure established by the Department of Catholic Education Ministries, as may be amended from time to time, by submitting a written request for review to the Secretary of Catholic Education Ministries. With respect to any other disagreement, all parties

agree to have recourse to the Archbishop of Baltimore for resolution of the matter. IN WITNESS WHEREOF, the parties have signed their names below. The MEMBER joins in this document for the purpose of consenting to all of its provisions.

(Corporate Title of Religious Community)

By: _____
(Signature of Provincial) (Date)

ROMAN CATHOLIC CONGREGATION, INC.

By: _____
(Signature of Pastor) (Date)

(Signature of Religious) (Date)

This Memorandum of Understanding is to be completed, signed and distributed as follows:

- Original to the PARISH
- One Copy to the MEMBER
- One Copy to the COMMUNITY
- One Copy to the Division of Religious Education or Office of Youth Ministry

1496kkh.2td
3/12/96

~~Exhibit A~~

~~JOB DESCRIPTION~~

A copy of the MEMBER'S ~~JOB DESCRIPTION~~ is attached here. The JOB DESCRIPTION includes, but is not limited to the following items:

Title of the Position

Title/Role of the person to whom the MEMBER is accountable for
personnel supervision and annual performance appraisal.

General Description of Duties

Specific Duties and Responsibilities

Relationships

Qualifications:

Education

Experience

Skills

Knowledge

Personal Qualities

Signatures: _____ Date _____
 Pastor

_____ Date _____
 Member

NEGOTIATED BENEFITS

A benefit is to be provided in each of the following areas, but the actual amount is determined through negotiation by the PARISH and the MEMBER.

- * Leaves
 - Vacation _____ days/year
 - Bereavement _____ days/year
 - Emergency/Personal _____ days/year
 - Holidays _____ days/year (List Here)

- * Professional Development (e.g. courses, workshops, meetings, conventions, institutes)
 \$_____ per year.

- * Car Mileage Reimbursement (except for commuting to and from work, reimbursement at a fixed amount per mile for work-related travel expenses. Expenses can include tolls, parking, meals).
 \$_____ per mile, plus tolls, parking, meals, etc. up to a total of \$_____/year.

- * Workplace Considerations (e.g. secretarial support, office space, equipment, materials)

Office space:

Secretarial Assistance:

Other:

Signatures: _____ Date

Pastor

Date

Member



APPENDIX D

PERFORMANCE APPRAISAL

This recommended process for performance appraisal is provided as a concrete and realistic

approach to carrying out section 9, "Supervision and Performance Appraisal", of the Archdiocesan regulations, ~~MINISTERS IN SERVICE OF THE WORD~~, published by the Division of Religious Education and Office of Youth Ministry.

PURPOSES OF PERFORMANCE APPRAISAL

An annual

performance evaluation is done for six purposes:

1. It provides a consistent and continuing record of an individual's work performance.
2. It is a basis for affirming the work an individual is doing.
3. It is a basis for identifying areas where performance improvement is needed.
4. It is a basis for considering changes in the job description.
5. It is a basis for identifying areas for further professional growth and development.
6. It is a basis for making decisions about job continuance.

RECOMMENDED PROCESS

1. In ~~summer or early September~~, the pastor (supervisor) and staff person meet
 - a. to **finalize the elements of the appraisal process** before it is begun. In situations where mutual agreement on a particular item is not possible, it is the responsibility of the pastor (supervisor) to make the final determination.
 - b. to **finalize the job description** and determine any **specific goals/objectives** for the upcoming fiscal year. They determine dates on which they will meet during the year.
 - c. to **determine the criteria for performance appraisal**. These criteria are taken from:
 - (1) The current job description (Section I A)
 - (2) Goals and objectives set for the year (Section II A)
 - (3) Any particular target areas determined during prior supervisory sessions (Section III A)
2. In ~~December~~, the pastor (supervisor) and staff person meet for an interim review. At this time any necessary adjustments can be made in the previously established criteria. (Section 1 A, II A, III A)
3. In ~~early March~~, the pastor (supervisor) and staff person meet for the formal

performance appraisal.

(Using pages 2-4 of this form)

- a. Results in each area are identified. (Sections I B, II B, III B)
- b. Recommendations can be made for future planning and growth. (Sections I C, II C, III C)
- c. The pastor (supervisor) and staff person mutually assess the staff person's relationship with the supervisor, the staff, and the people the staff person serves. (Section IV)

4. ~~After the process is completed and the outcomes are communicated to and discussed with the staff person, the results should be put in written form, and strengths and areas which need improvement should be clearly indicated. (Section V) The staff person is invited to respond in writing to the outcomes of the written statement. (Section VI) The written statement is dated, signed by the pastor (supervisor) and staff person, and a copy is placed in a confidential file in the parish, and a copy is given to the staff person.~~

**SUGGESTED
APPRAISAL FORM**

PERFORMANCE

Employee

Pastor / Supervisor

Meeting dates _____

I. Major Activities From Job Description

Include the four or five responsibilities from the current job description that will reviewed this year.

A. **Assessment Areas:**

B. **Results / Outcomes:**

C. **Recommendations:**

II. Special Responsibilities For This Particular Year

Include any particular responsibilities or goals/objectives for which the staff person will be responsible for this year (e.g. design a new program; expand a present program, etc.) that would not require a change in the wording of the job description.

A. **Assessment Areas:**

B. **Results / Outcomes:**

C. **Recommendations:**

III. Targets Determined During Previous Supervisory Sessions
Include any assessment areas or recommendations from previous performance appraisals, if any.

A. **Assessment Areas:**

B. **Results / Outcomes:**

C. **Recommendations:**

IV. General Assessment Areas:

Very Effective
Not Effective

3 = Effective

2 = Needs Improvement

Scale: 4 =

1 =

1. Initiative in carrying out responsibilities

Comment:

2. Collaboration with other staff member (s)

Comment:

3. Relationship with Pastor/Supervisor

Comments:

4. Responsive action to requests from those he/she serves

Comments:

5. Ability to address disagreements sensitively and manage conflict effectively

Comments:

V. Appraisal Summary

STRENGTHS	AREAS NEEDING IMPROVEMENT	RECOMMENDATIONS

VI. Staff Person's Comments:

(If additional space is needed, use an additional sheet and have it signed and dated by both staff person and pastor/supervisor and attach to this form.)

Pastor/Supervisor's Signature _____
Date _____

Staff Person's Signature _____
Date _____

A signed copy is placed in a confidential parish file and one signed copy is given to the staff person.

Note: The staff person's signature indicates that the person received a copy of the performance appraisal. It does not necessarily indicate that the person totally agrees with the contents of this appraisal. The staff person may attach a letter stating possible areas of disagreement and/or clarification. This letter is attached to the performance appraisal and included in the individual's personnel file.

"Your principal role will be to bring about and maintain in your Churches a real passion for catechesis, a passion embodied in a pertinent and effective organization, putting into operation the necessary personnel, means and equipment, and also financial resources. You can be sure that if catechesis is done well in your local Churches, everything else will be easier to do."

Pope John Paul II

~~Catechesi Tradendae~~, #63

The Division of Religious Education

and The Office of Youth Ministry

are members of the

DEPARTMENT OF CATHOLIC
EDUCATION MINISTRIES

Archdiocese of Baltimore