

Leadership Structure Overview

The proposed leadership structure utilizes a Pastoral Council and five Commissions, as well as the other parish ministries and groups that now exist. The Commissions, as proposed, are Faith Formation and Education, Worship, Outreach, Parish Life and Finance and Administration. (Outreach includes Pastoral Ministry and Social Justice.) Each of the committees and ministries that now exist will exist in coordination with one of the above commissions.

There are three primary responsibilities of the Pastoral Council: to review, articulate and always keep before the parish our Core Values, Mission, Vision and Overarching Goals; to recruit, empower and support parish leaders; and to establish and ensure an effective annual planning and evaluation process to accomplish parish goals.

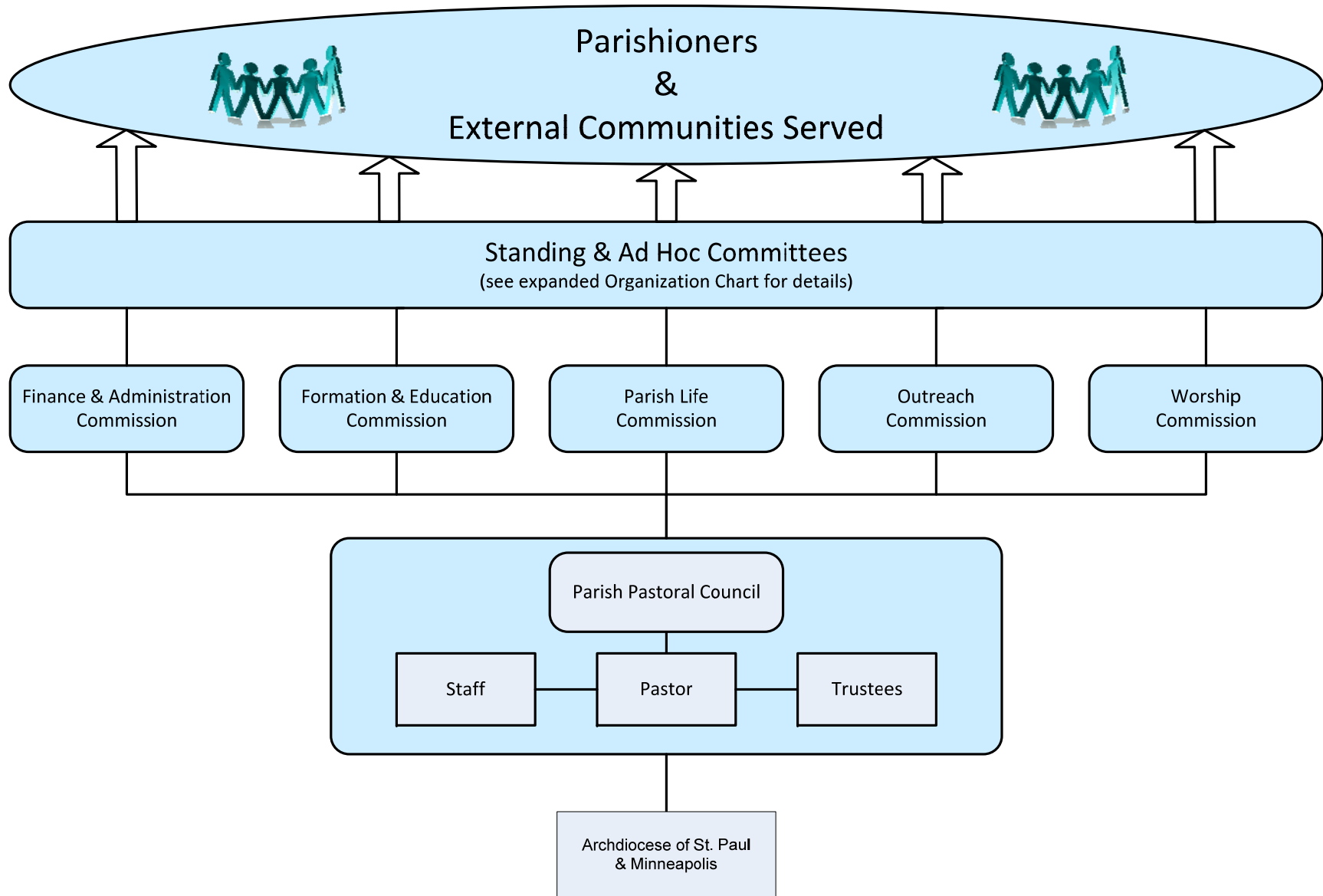
Commissions evaluate parish ministries and identify areas for improvement or change. Additionally, they collaborate in annual planning and work for the successful accomplishment of overarching goals. Each of the five commissions has one member that is also a member of the Pastoral Council.

The structure is supported by a once per month leadership evening, in which Commissions meet for a short meeting, followed by a brief meeting of the Pastoral Council. These meetings, as conceived, are intended to be an hour to an hour and fifteen minutes. Besides a time for a light meal and spiritual reflection, the meetings of council and commissions are designed for efficient accomplishment of the work at hand.

The proposed model embraces the concept of servant-leader to better support communication with, and responsiveness to, parishioners and external communities served by our parish.

Please review the attached Structural Recommendations and job descriptions for more detail.

St. Vincent De Paul Catholic Church Leadership Organization Chart



**St. Vincent De Paul Church
Strategic Planning Task Group
Structural Recommendations**

Section I – Organization of Ministries

Recommendation 1: That all ministries and their associated activities be organized under the following Commissions:

- Finance & Administration Commission
- Formation & Education Commission
- Parish Life Commission
- Outreach Commission
- Worship Commission

Section II – Organization of Staff

Recommendation 2: That a staff Management Team be organized reporting to the Pastor. The following positions would be included in the Management Team:

- Director of Finance & Administration
- Director of Faith Formation
- Director of Parish Life
- Director of Outreach
- Director of Worship
- School Principal

Recommendation 3: All other staff (with the exception of Parochial Vicars and Permanent Deacons reporting to the Pastor) would be assigned to a Commission area and would be supervised by their respective Management Team Director/Principal or another supervisor reporting to the Management Team member.

Recommendation 4: That a consistent and effective performance management process be implemented by the staff Management Team members for all staff. This performance management process should include the following components:

- Periodic individual goal setting with identification of expected outcomes and indicators of success (minimum annual – best practice: 3 times/year)
- Scheduled evaluation of outcome achievement
- Identification of areas for improvement
- Commitment to continued growth opportunities (education, training & development, participation with external ministry organizations, special assignments, etc.)

Section III – Organization of Leadership

Recommendation 5: That a two-tier Pastoral Council/Commission model of leadership be developed with all authorized ministries and activities being assigned to a Commission.

The goal of this structure would be to develop a shared responsibility for carrying out the parish Mission, Vision and Overarching Goals consistent with the Core Values of the parish. Expected outcomes of this leadership structure would be:

- Increased opportunities for parishioner involvement in parish leadership
- Faith-filled relationships and increased communication among parish leaders
- A consistent leadership structure that supports collaborative planning and prioritizes use of resources
- Realistic evaluation of parish ministries and identification of areas for improvement or change

Pastoral Council

The Pastoral Council is a leadership body that:

- articulates, evaluates, and updates the Core Values, Mission, Vision and Overarching Goals of the parish
- empowers and supports other leaders within their respective areas of ministry
- establishes effective annual planning and evaluation processes
- exemplifies and nourishes a parish servant-leader style of leadership
- builds a collaborative spirit among parish leaders that relies on healthy relationships and consensus-building models of decision making
- serves as arbiter of conflict between commissions
- encourages and promotes the participation of the laity in the ministry and activities of the parish
- serves as a consultative body advising the Pastor on critical issues affecting the overall well-being of the parish

The operation of the Pastoral Council will be directed by the Charter of the Pastoral Council.

The Pastoral Council is composed of the following members:

- Pastor – ex-officio
- 1 member from each Commission (selected annually by the respective Commission members – not the staff member or chairperson of the Commission)
- 3 at-large parishioners (1 member is selected annually for a 3-year term by a parish leadership discernment process. This member may not serve more than two 3-year terms.)
- Parochial Vicar – ex-officio, non decision-making
- Director of Finance & Administration – ex-officio, non decision-making

The Pastoral Council will annually self-select the following internal roles:

- Chairperson & Vice-Chairperson
- Recorder (may be a volunteer approved by the Parish Council)
- Annual Planning Facilitators (2)
- Leadership Development Team liaison

Commissions

The Commissions are ministry area leadership bodies that:
(see Addendum C- Parish Commission Member Accountabilities for a detailed listing of accountabilities)

- create, evaluate and update the vision of the ministry area
- establish a supportive relationship with all committees and other activities within their ministry area
- establish a supportive relationship with staff within their ministry area
- collaboratively participate in the annual planning process, supporting achievement of the parish Mission, Vision, and Overarching Goals
- evaluate the current state of existing ministries and the need for change
- communicate the vision and outcomes of their ministries

(See the Commission position description for a more detailed listing of leadership accountabilities.)

The Commissions are composed of the following members:

- 6 at-large parishioners (2 selected annually for a 3-year term by a parish leadership discernment process)
- staff Director of the Commission – ex-officio, full participating member

Each Commission will annually self-select the following internal roles (staff member may not be selected):

- Chairperson & Vice-Chairperson
- Pastoral Council member (1)
- Recorder

Recommendation 6: That an annual leadership discernment process be implemented to select gifted and interested leaders to fill the open positions of the Pastoral Council and the Commissions.

The discernment process would have the following steps:

- announcement of upcoming leadership selection
- nomination process by Pastor, staff and members of the community
- invitation to information night (review of leadership accountabilities and gifts required to be a servant-leader at St. Vincent De Paul)
- prayer discernment and commitment night
- formal commissioning of new and existing leaders

For a more detailed leadership discernment process description, see “Generic Parish Leadership Selection Process”.

Recommendation 7: That a formal leadership orientation process be developed and implemented by a Leadership Development Team (a standing committee of the Pastoral Council).

Key activities of the leadership orientation process would include:

- to develop, update and distribute a parish leadership manual to all leaders
- to develop and implement an annual fall leadership orientation program
- to provide ongoing leadership consulting to the Pastoral Council and Commission members (skill building, conflict management, communication, relationships, evaluation of effectiveness, special issues, etc.)

Recommendation 8: That a monthly common meeting night be established for the Pastoral Council and all Commissions.

Typical agenda for the common meeting night would include:

- gathering together to share a light supper and build relationships
- sharing in common prayer or theological discernment
- individual meetings for Commissions and the Pastoral Council

Other topics for common leadership meetings could include:

- presentation of the Commission annual plans for the coming year
- evaluation of status of overarching goals and current year annual plan objectives
- leadership development

St. Vincent De Paul Catholic Church
Pastoral Council
Position Description

Purpose

Canon 536 of the Code of Canon Law establishes that a pastor may establish and preside over a pastoral council, and through it the Christian faithful, along with those who share in the pastoral care of the parish by virtue of their office give their help in pastoral activity. The pastoral council possesses a consultative vote only and is governed by the norms of the diocesan bishop.

Responsibilities

1. Articulate, evaluate, and update the Core Values, Mission, Vision and Overarching Goals of the parish.
2. Empower and support other leaders within their respective areas of parish ministry.
3. Establish effective annual planning and evaluation processes for parish ministry.
4. Exemplify and nourish a parish servant-leader style of leadership.
5. Build and support a collaborative spirit among parish leaders that relies on healthy relationships and consensus-building models of decision making.
6. Encourage and promote the participation of the laity in the ministry and activities of the parish.
7. Serve as arbiter of conflict between commissions.
8. Serve as a consultative leadership body to the Pastor on critical issues affecting the overall well-being of the parish.

Qualifications

1. Registered member of the parish for at least one year.
2. Not an employee of the parish.
3. Minimum age of 18 and a confirmed member of the Catholic faith.
4. Regularly attends parish worship.
5. Active volunteer in parish ministry.

Membership of Committee

- Pastor [ex-officio].
- 1 member from each Commission (selected annually by the respective Commission members – not the staff or chairperson of the Commission.)
- 3 at-large parishioners (1 member selected annually for a 3-year term by a parish leadership discernment process. This member may not serve more than two 3-year terms.)
- Parochial Vicar [ex-officio, non decision-making]
- Director of Finance & Administration [ex-officio, non decision-making]

The composition of the Pastoral Council may be changed by a consensus decision of the Pastoral Council. Annual member terms begin on July 1 and end June 30.

Time Commitment

1. Attend the monthly meeting of the Pastoral Council on monthly Leadership Meeting Night. (1 hour preparation [review monthly documents] + 1.5 hour meeting)
2. Attend all-parish and special leadership meetings, as required
3. Participate on, or be liaison to, committees or sub-committees, as required by the Pastoral Council.

Expectations of Leadership

- Exercise confidentiality in sensitive areas, as communicated by leadership
- Be respectful of others and their opinions, especially those in opposition of yours
- Communicate in sync with the committees' position and tone when interacting with our community
- Participate in a manner that observes the meeting time relative to the agenda, and relative to the number of participants (6 members, each member participates 1/6 of the time).
- Be objective! No hidden agendas or personal views.

St. Vincent De Paul Catholic Church
Commission Member Position Description

Purpose

The primary role of the Commission is to collaboratively define and support the achievement of the Commission mission and objectives that, in turn, supports the achievement of the parish mission and goals. General authority is given to Commissions to establish commission operating policies/guidelines and evaluate Commission ministry outcomes. Ministry implementation is generally carried out by ministry area staff and individual ministry committees within the framework of policies and guidelines established by the Pastoral Council and Commissions. Overall authority for parish mission and ministry resides in the Pastoral Council, as delegated by the Pastor.

Primary Accountabilities

1. Mission
 - Create, communicate, evaluate and update the Commission mission in response to parish mission and goals
 - Evaluate individual ministry outcomes in response to Commission mission
 - Participate with other Commission leadership in collaborative evaluation of status of parish vision
2. Annual Planning
 - Establish Commission annual planning priorities and objectives through collaborative process with staff, ministry leaders and ministry participants
 - Coordinate, evaluate and develop draft of Commission annual objectives, strategies and indicators of success
 - Collaborate with other Commissions in developing a proposed parish annual plan to be submitted to Pastoral Council for final approval
 - Evaluate progress of annual plan achievement as basis for continuous improvement of Commission objectives and outcomes
3. Commission Ministries
 - Evaluate the effectiveness of existing Commission ministries in collaboration with current ministry leaders and staff and recommend changes as appropriate
 - Evaluate the need for new Commission ministries and implement as approved in annual plan
 - Evaluate the need to dissolve existing Commission ministries (not in alignment with mission; no active leadership or participation; ministry objective achieved); formally implement and communicate dissolution
4. Commission Staff
 - Establish collaborative relationship with commission lead staff person (and other staff as appropriate)
 - Participate on commission staff hiring teams, as appropriate
5. Commission Operations
 - Participate in monthly Commission leadership meeting
 - Participate in parish-wide leadership events
 - Participate on short-term task groups as appropriate to available time, individual talents and personal interest
 - Participate in leadership development activity (ex.: leadership skills training, annual ministry area retreat, etc.)
 - Identify and cultivate future Commission leaders and participate in annual selection process
 - Evaluate performance of Commission leadership body and adjust orientation, guidelines, and operating practices as required to nourish a healthy and effective team environment

6. Communication/Collaboration

- Develop and implement Commission communication activities that encourage dialogue among the commission leaders, parish members and staff
- Implement communication activities that effectively disseminate key information to all Commission stakeholders
- Establish Commission guidelines and practices that encourage strong collaboration with all other Commissions in achieving parish mission

Qualifications

1. Registered member of the parish for at least one year.
2. Not an employee of the parish.
3. Minimum age of 16.
4. Regularly attends parish worship.
5. Active volunteer in parish ministry.

Membership of Commission

1. The Commission staff Director is an ex-officio, full participating member of the Commission
2. In addition, the committee is composed of six (6) parish members (non-staff), each serving a term of three years. A member may serve more than one term, but may not serve more than two terms consecutively.
3. Terms begin July 1 and are staggered so that two members are replaced each year (unless one or both of the outgoing members are selected to serve a second term)

Time Commitment

1. Attend the common monthly leadership night (3 hrs/mo.)
2. Prepare for meetings and attend sub-committee meetings (3-5 hrs./mo.)
3. Participation in all-parish and special leadership events, as scheduled

Expectations of Leadership

1. Exercise confidentiality in sensitive areas, as communicated by leadership
2. Be respectful of others and their opinions, especially those in opposition of yours
3. Communicate in sync with the Commission position and tone when interacting with the parish community
4. Participate in a manner that observes the meeting time relative to the agenda, and relative to the number of participants (7 members, each member participates 1/7 of the time).
5. Be objective! No hidden agendas or personal views.